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2017  
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# **CITY OF CONCORD**

## **FY 2017 Annual Report**







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# **CITY OF CONCORD**

## **FY 2017 Annual Report**





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**City of Concord, New Hampshire Mayor and City Council**

**MAYOR**

James Bouley

**COUNCILORS AT LARGE**

Mark Coen

Amanda Grady Sexton

Fred Keach

Stephen Shurtleff

**WARD COUNCILORS**

Ward One  
Brent Todd

Ward Two  
Allan Herschlag

Ward Three  
Jennifer Kretovic

Ward Four  
Byron Champlin

Ward Five  
Robert Werner

Ward Six  
Linda Kenison

Ward Seven  
Keith Nyhan

Ward Eight  
Gail Matson

Ward Nine  
Candace CW Bouchard

Ward Ten  
Dan St. Hilaire

N. H. STATE LIBRARY  
JUN 13 2019  
CONCORD, NH

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## **CITY COUNCIL**

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The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, no recessed meetings and three special meetings and passed 20 ordinances, 85 resolutions and adopted a \$59 million General Fund, twelve-month budget covering the fiscal year 7/1/2016 to 6/30/2017.

### **2016-2017 Priorities**

1. Balanced Budget Issues: Fiscal Year 2017 and Fiscal Year 2018
  - Collective Bargaining/Contract Negotiations
  - Health Insurance Costs
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Information, Marketing and Communications
4. Public Safety Work & Continued Support of Social Safety Network
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities

### **Projects**

1. Main Street Complete Streets Project
2. City-wide Multi-Generational Community Center
3. Sustainability: Municipal Facilities & Recreational Assets & Northern Pass
4. Opportunity Corridor Economic Development Initiatives
  - South Main Street
  - Penacook Village
  - Downtown 2<sup>nd</sup> and 3<sup>rd</sup> Floor Redevelopment
  - North Central Corridor/Storrs Street Connection & South End Rail Yard

### **Ongoing Initiatives**

1. Sewalls Falls Bridge
2. Major Transportation Corridor Improvements – Loudon Road
3. Create and Expand Partnerships (particularly in regards to Recreation and Economic Development Opportunities)
4. Creative Economy Work
5. Continue Expanded Neighborhood Street Improvement Program



## **City of Concord Boards and Commissions**

\*To view members, staff contact and the authority of boards and commission please visit our website at [concordnh.gov](http://concordnh.gov).

*Airport Advisory Committee*  
*Board of Assessors*  
*Board of Ethics*  
*Board of Health*  
*Board of Revision of Assessment*  
*Building Board of Appeals*  
*Community Development Advisory Committee*  
*Concord Housing & Redevelopment Authority*  
*Concord Steering Committee to End Homelessness*  
*Conservation Commission*  
*Contoocook River Local Advisory Committee*  
*Demolition Review Committee*  
*Design Review Committee*  
*Economic Development Advisory Council*  
*Energy & Environment Advisory Committee*  
*Everett Arena Advisory Committee*  
*Facilities Naming Committee*  
*False Alarm Appeals Board*  
*Fiscal Policy Advisory Committee*  
*Golf Course Advisory Committee*  
*Gully Hill Easement Committee*  
*Heritage Commission*  
*Impact Fee Committee*  
*Joint City/School Committee on Cooperation*  
*Library Board of Trustees*  
*Licensing Board*  
*Main Street Committee*  
*Municipal Housing Commission*  
*New Hampshire Rail Transit Authority*  
*North End Opportunity Corridor TIF District Advisory Board*  
*Northern Pass Committee*  
*Parking Committee*  
*Penacook Village Tax Increment Finance District Advisory Board*  
*Personnel Appeals Board*  
*Planning Board*  
*Poles and Wires Committee*  
*Public Safety Board*  
*Recreation and Parks Advisory Committee*  
*Regional Planning Commission*  
*Rules Committee*  
*Sears Block Tax Increment Advisory Committee*  
*Solid Waste Advisory Committee*  
*State-Capitol Region Planning Commission*  
*Tax Exemption Policy Committee*  
*Taxicab Licensing Board*

*Technical Review Committee*

*TPAC – Bicycle and Pedestrian Subcommittee*

*TPAC – Public Transportation Subcommittee*

*Traffic Operations Committee*

*Transportation Policy Advisory Committee (TPAC)*

*Trustees of Trust Funds*

*Upper Floor Development Committee*

*Upper Merrimack River Local Advisory Committee*

*Utility Appeals Board*

*Zoning Board of Adjustment*





# City of Concord, New Hampshire

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Architectural Design Review	Planning Division		225-8515
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Budget	Finance – OMB		225-8582
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Business Development	Economic Development Department		225-8595
Business Licenses	Code Administration		225-8580
Cemetery Information	Parks & Recreation Department – Blossom Hill Cemetery		225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	Parks & Recreation Department		225-8690
City Clerk	City Clerk's Office		225-8500
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Code Administration		225-8580
Community Centers	Parks & Recreation Department		225-8690
Community Development	Community Development Department		225-8595
Community Gardens on Clinton Street		NH Division of Forests and Lands	271-3456



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
Economic Development	Economic Development Office		225-8595
East Concord Community Center	Parks & Recreation Department		225-8690
Elderly Exemptions	Assessing Department		225-8550

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Elections Information	City Clerk's Office		225-8500
Employment with the City	Human Resources Department		225-8535
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance Department		225-8581
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Parks & Recreation Department		225-8690



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Grounds Maintenance Park Maintenance	Parks & Recreation Department		225-8690
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Parks & Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Resources Department	Human Resources Department		225-8535
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		230-3909
Job Openings	Human Resources Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department	Casella	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code	Fire Department		225-8650
Marriage Certificates/ Licenses, Ceremonies	City Clerk's Office		225-8500
Memorial Field – Scheduling	Parks & Recreation Department		225-8690
Memorial Field – Maintenance	Parks & Recreation Department		225-8690
Merrimack Valley School District		Superintendent's Office	753-6561
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department	Casella	224-0890
Parking	Police Department		225-8600
Parks & Recreation	Parks & Recreation Department		225-8690
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Penacook Branch Library	Penacook Library		753-4441
Planning Board	Planning Division		225-8515
Playground Maintenance	Parks & Recreation Department		225-8690
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Prosecutor's Office	Legal Department		230-4990
Public Health	Code Administration		225-8580
Public Properties	General Services Department		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation	Parks & Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Plan Regulations, Applications and Conditional Use Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning Division		225-8515
Subdivision Regulations Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Parks & Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Parks & Recreation Department		225-8690
Tennis Courts/Maintenance	Parks & Recreation Department		225-8690
Tire Recycling	Concord Transfer Station - Landfill	Casella	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trails	Planning Division		225-8515
Trash Collection	General Services Department		228-2737
Tree Branches	General Services Department		228-2737
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Veterans Tax Credits	Assessing Department		225-8550
Voluntary Lot Mergers	Planning Division		225-8515
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare	Human Services Department		225-8575
West Street Ward House	Parks & Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

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**City of Concord, New Hampshire City Departments**

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**ADMINISTRATION**

City Manager Thomas J. Aspell, Jr 225-8570

**ASSESSING**

Director of Real Estate Assessments Kathryn Temchack 225-8550

**COMMUNITY DEVELOPMENT**

Deputy City Manager-Development Carlos P. Baia 225-8595

Economic Development Director Suzi Pegg 225-8595

Code Administrator Michael Santa 225-8580

City Engineer Ed Roberge 225-8520

City Planner – Heather Shank 225-8515

**FINANCE**

Deputy City Manager-Finance Brian LeBrun 225-8570

Assistant Finance Director Katherine Graff 225-8581

Office of Management & Budget Robert McManus 225-8582

Purchasing Manager Douglas Ross 225-8530

Treasurer Michael Jache 225-8540

**FIRE**

Chief Dan Andrus 225-8650

**GENERAL SERVICES, 311 N. State Street**

Director Chip Chesley 228-2737

Highways Wastewater Treatment Airport

Sidewalks Equipment Services

Snow and Ice Control Public Properties

Street Cleaning Water Supply

Storm Sewer Municipal Complex

Solid Waste Operation and Maintenance Facility

**HUMAN RESOURCES**

Director Jennifer Johnston 225-8535

**HUMAN SERVICES, 28 Commercial Street**

Director Karen Emis-Williams 225-8575

**INFORMATION SERVICES**

Director Edward Drouse 225-8597

**LEGAL**

City Solicitor Jim Kennedy 225-8505

**LIBRARY, 45 Green Street**

Director Todd Fabian 225-8670

**POLICE, 35 Green Street**

Chief Bradley Osgood 225-8600

**RECORDS**

City Clerk Janice Bonenfant 225-8500

**RECREATION**

Director David Gill 225-8690



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## ASSESSING DEPARTMENT

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The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well-run organization that is fiscally responsible and sensitive to the public's needs.

### Facts and Figures

Building permits measured/listed	443
Sales reviews conducted	483
Deed changes processed	645
New parcel reviews conducted	45
New construction reviews conducted	56
Appeals: BTLA & Superior Court	19
Equalization Ratio	99.1%
Net Tax Base Value for Tax Rate Setting	\$3,930,770,801

Assessing Department figures are based upon the Tax Year, April 1, 2016-March 31, 2017.

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## COMMUNITY DEVELOPMENT DEPARTMENT

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The Community Development Department assists in the fostering of tax base growth through a customer service oriented development assistance and inspection process that accounts for necessary safety, environmental and community concerns in a well-coordinated and cost efficient and effective manner.

### Notable Administration

#### Public Outreach

- The Community Development Administration Division continued its public outreach through staff participation on the CRDC Board of Directors and the Chamber Local Government Affairs Committee. Staff also coordinated the Livability Day for the Greater Concord Leadership Program and made presentations to a variety of World Affairs Council delegations.
- CD – Administration coordinated staff support for the Airport Advisory Committee and the Economic Development Advisory Council (EDAC).
- The Deputy City Manager for Development (DCM) represented the City on the Welcoming Concord Steering Committee.
- The DCM represented the City on NH Rail Transit Authority.
- The DCM represented the City as a Vice President for the Northeast Region of the International City/County Management Association (ICMA) and as a board member on the Local Government Hispanic Network.
- CD-Administration coordinated the first ever Concord Civics Academy

#### Economic Development

- The Economic Development Director position was filled in May 2017 by Suzi Pegg, formerly Vice President for International Business Development for the Pittsburgh Regional Alliance, PA.
- The Economic Development Director proactively reached out to and began meeting with key members of the community and business leaders.

## **Building and Code Division**

- The Code Administration Office is responsible for the administration of zoning, building, housing, and health and licensing regulations.
- The Code Administration staff completed plan reviews and inspections for 465 building permits, with a construction value of \$52,254,700. Along with the building permits, 578 electrical permits, 775 mechanical permits, 296 plumbing permits, and 37 demolition permits were issued. The Health and Licensing staff issued 969 health licenses and permits, while the Zoning Administration staff prepared for 41 Zoning Board of Adjustment appeals this year compared to 40 the previous year.
- Twenty-three new single family homes were constructed this year and ninety renovation permits to single family homes were also issued; both good construction indicators.
- The most interesting project this year was the conversion of Sacred Heart Church into ten condominium units, all of which were sold before the project was even completed. The conversion from a church to dwelling units created some very architecturally pleasing spaces.

## **Engineering Division**

The Engineering Services Division completed a number of major projects and program initiatives throughout 2016/2017, including major traffic and transportation design projects and water and sewer utility projects. Engineering staff continued to provide support for the Transportation Policy Advisory Committee and its technical subcommittees on pedestrian, bicycling, public transit, and traffic operations.

### Major Engineering Programs and Initiatives

The Engineering Services Division continued its efforts on a number of major engineering programs and initiatives including the implementation of the GIS Master Plan, development of a multi-year digital tax map system update program, and continued review of development and permit regulations and standards.

- With respect to the GIS Master Plan, Engineering staff continues to update and expand the City's comprehensive GIS system, including water systems, sanitary sewer and storm systems, drainage systems, as well as other municipal infrastructure to provide the required asset reporting information for Finance.
- GIS staff and interns continue to update water, sewer, and storm drain service records including updating system databases and incorporating detailed record drawings of utility type, age, size, material, and location into the GIS system. In 2017, the GIS intern team continued on street sign inventory for asset management. The team also completed a citywide road surface pavement condition survey which generated quantitative measurements to support street paving CIP planning.
- The Engineering Division, in conjunction with the Assessing Division, completed the fourth phase of the Digital Tax Mapping project. The fourth phase of this comprehensive project focuses on approximately 3,453 parcels in the easterly half of the city, generally bounded by I-93 in the west and Loudon Road/Pembroke Road in the south.
- Engineering continued the development and evaluation of new and/or revised design, development, and construction standards relating to drainage design, stormwater management, street construction and street acceptance standards, as well as digital plan submission standards. All of these being required elements of site plan and subdivision plan submissions.
- In an effort to provide support to other departments and divisions, Engineering staff conducted numerous site visits to determine the location and/or status of public right-of-



way lines for development issues, right-of-way encroachments, and potentially hazardous street trees.

- In 2017, engineering staff continued to support several mobile device applications for General Services' field crews. General Services' water, sewer, highway crews, and on-call staff members now rely on their iPads for looking up utility network information and recording maintenance and inspection work.

#### Transportation Policy Advisory Committee Initiatives

- Engineering staff continues to support the Transportation Policy Advisory Committee (TPAC) and its technical subcommittees focused on supporting various areas of transportation. The committee and subcommittees meet monthly and are open to the public. The subcommittees include: the Bicycling & Pedestrian Subcommittee, Public Transit Subcommittee and the Traffic Operations Committee. In March 2017, TPAC completed the Pedestrian Master Plan with the assistance of the Central NH Regional Planning Commission.
- Engineering staff continues to focus on developing traffic and transportation related policies, as well as focusing on neighborhood traffic issues, in addition to the daily demands of traffic data collection, operational analysis, and response improvement. The Traffic Engineer chairs the city's Traffic Operations Committee and provides primary engineering support for the full TPAC and the Parking Committee.
- In an effort to identify and evaluate the city's high frequency and high severity accident intersections and corridors, the Traffic Operations Committee (TOC) continues to coordinate staff review of accident "Hot Spots" community-wide on a monthly basis. The TOC, through the support of the Concord Police Department, provides accident data used to develop accident "Hot Spots" locations for further review. Crash patterns are investigated and determined at high accident locations to identify safety problems and potential solutions. The TOC continues its focus on capital projects by specifically targeting critical traffic corridors such as Loudon Road, Manchester Street, North State Street, Main Street, Fisherville Road, Village Street, and Langley Parkway.
- Engineering staff continues to support neighborhood traffic inquiries from residents through the Traffic Operations Committee (TOC). The TOC met monthly throughout 2016/2017.
- Engineering staff continues to coordinate with General Services' and NHDOT's street repaving efforts to enable a redesign of street pavement markings to include bicycle lanes.

#### Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout 2016/2017.

- In 2016, following public review and a Council public hearing, City Council opted to pursue the four-lane access management alternative for the Loudon Road Corridor Safety Improvement Project (CIP 19). Construction of the Loudon Road project began in June 2017.
- Construction of the Sewalls Falls Bridge Replacement Project (CIP 22) was substantially completed during 2016/2017. Construction began in September 2015 and the bridge was opened to traffic in November 2016.
- Originally identified in 2007, the Exit 16/Mountain Road/Shawmut Street Roundabout was deferred in the CIP until FY2016. Final design of the intersection improvement project was completed in 2016 and construction commenced in June 2017.

- In summer of 2016, Engineering and Fire Alarm staff collaborated to design and implement an updated traffic signal coordination plan for the Water Street/Manchester Street corridor from Storrs/Perley Street to Old Turnpike Road.
- Completed the US Route 3 North Corridor.

#### Major Infrastructure Improvement Projects

- Engineering staff coordinated the design and construction of major intersection projects, airport projects, water and sewer utility projects, and stormwater projects.
- Engineering staff completed the design and construction administration of several major water, sewer and storm drain utility projects, including the replacement of the water main on South Main Street at Exit 12 over I-93; New Hampshire Department of Transportation bridge replacement project complete with a heat trace system; the design of 4,500 feet of water main replacement on Community Drive, Walnut Street, Cross Street, Rolfe Street, Allen Street, and Rockland Road; relayed 900 feet of sanitary sewer main between Abbott and Manor Road; installed 700 feet of new sanitary sewer main by 88 Village Street; and extended 12-inch sanitary sewer on Fisherville Road from Manor Road to 190 Fisherville Road.
- With the increase in frequency of extreme rainfall as noted by the Northeast Regional Climate Center, Engineering has placed more focus on remediating and preventing further damage along many of the stream courses throughout the City. Engineering is processing CIP 83, Areas A and B, which will address erosion along a number of storm drain outlet channels along North State Street. The erosion along these channels is jeopardizing the sewer systems which run from North State Street to the interceptor by exposing and undermining the sewer mains which run parallel to the channels. These projects will also reestablish access to the area for future maintenance of the sewer and storm drain systems.
- An Aquatic Resources Mitigation (ARM) Application to assist with the funding of the culvert under Portsmouth Street, CIP 83, was submitted by Engineering to NHDES for consideration. Portsmouth Street was overtopped by Mill Brook in 2006 and 2007. The existing culvert is undersized and is proposed to be replaced with a concrete box culvert with 50% of the funds being provided by the ARM grant (if awarded). The project will also improve the pedestrian connection between the trailhead parking and adjacent trails with the construction of a gravel path adjacent to the street over Mill Brook. Design of the project was completed in 2017 with construction anticipated to occur in the summer of 2018.
- Construction on the Downtown Complete Streets Improvement Project (CIP 460) began in September 2014 and continued through mid-2016. The TIGER Grant supported multi-year, phased project is transforming the Concord downtown by enhancing access, mobility, and place. In April 2016, City Council appropriated funds to place aerial utilities along a portion of South Main Street underground. Construction was substantially completed in the fall of 2016.

#### Municipal Airport Projects

- The City entered into an agreement with Federal Aviation Administration to design and install frangible mounts on the Localizer located north of Runway 17/35.

#### Community Development Project Inspection Program

- In its tenth year, the Community Development Project Inspection Program continues to provide excellent inspection services at cost effective rates to the development community. The special revenue fund remains in a strong position financially. Since its



inception with the purpose of replacing expensive, outsourced inspection services, Engineering's staff inspectors have saved the development community tens of thousands of dollars in fees. Engineering staff provided inspection services on over 20 private development projects throughout 2016/2017.

- In addition to inspecting numerous private development projects, engineering staff has been working with Liberty Utilities to replace aging gas mains throughout the city.

### **Planning Division and Planning Board**

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission, Heritage Commission and Architectural Design Review Committee, and to that end, during the fiscal year, the division staff attended and supported a total of 12 Planning Board meetings, 20 meetings of the Conservation Commission, 12 meetings of the Trails Subcommittee, 12 meetings of the Heritage Commission, and 12 meetings of the Architectural Design Review Committee. The division is responsible for the preparation of agendas, minutes, legal notices, and correspondence for these boards and committees.
- The Planning Division continued to provide processing, review, written reports and meeting presentations for applications to the Planning Board including 20 for Subdivisions, 20 for Site Plan Review, 8 for Conditional Use Permits, 11 for Architectural Design Review approval (not including the numerous sign applications that are reviewed by the ADRC and Planning Board), 2 right-of-way discontinuances, and 3 applications from adjacent municipalities.
- The Planning Division staff continued to attend and provide support to the Traffic Operations Committee, the Transportation and Policy Advisory Committee, the Parks and Recreation Advisory Committee, the Trails Committee, the Poles and Wires Committee, the Mid State Regional Coordinating Council, the CNHRPC Technical Advisory Committee, the City/State Regional Planning Commission, and the Housing Committee.
- Planning staff continued to attend and provide support to the Bicycle and Pedestrian Subcommittee of TPAC (BP-TPAC). Staff continued to provide assistance to CNHRPC with the drafting of a Pedestrian Master Plan for the City, and presented the final Pedestrian Master Plan to the Planning Board for acceptance.
- Planning staff continued to attend and provide feedback regarding the Concord Area Transit-led process of acquiring new buses and facilitating conversations with General Services' staff on how to collaborate with CAT and the subcommittee to improve snow clearing of transit stops.
- The Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- Planning staff managed the Conservation Commission's Conservation Open Space Plan Update. Staff managed the RFP process, coordinated with the consultant, and attended several special work sessions during the process. The final document will be completed in FY18. Planning staff also managed and coordinated with the consultants for a viewshed analysis commission by the Conservation Commission to determine visual impacts of the Northern Pass project.
- The Planning Division staff continued to assist the Heritage Commission drafting potential revisions to the Demolition Delay Ordinance. Staff also continued to assist with a CLG grant application to hire a consultant to have the Gas Holder building listed on the National Register of Historic Places. Staff support included drafting the RFP, hiring the consultants, and managing the project until final submission of the National

Register application. This project has since been completed and the building has been successfully listed on the National Register.

- Planning staff prepared several documents, provided feedback, and filed testimony on the Northern Pass project. Staff testified at Site Evaluation Committee technical sessions.
- Planning staff provided support and assistance for the update to the City's Hazard Mitigation Plan, which is required by FEMA to qualify the City for funding to mitigate the impacts of natural disasters or hazards.
- The Planning Division continued to assist the Engineering Division on the Loudon Road - Road Diet project, the proposed extension of Langley Parkway, and the proposed Storrs Street extension.
- Planning staff reviewed and provided written reports for the proposed re-zoning of Pleasant Street for Concord Orthopaedics.
- The Planning Division prepared, and City Council adopted, an amendment to the Zoning Ordinance allowing the issuance of building permits on certain private streets within the St. Paul's School Campus.
- Planning staff prepared, and City Council adopted, an amendment to the Impact Fee Ordinance to allow for the payment of impact fees prior to the issuance of the Certificate of Occupancy instead of prior to the issuance of the Building Permit, assisting developers by reducing up-front costs.
- Planning staff prepared, and City Council adopted, an amendment to the zoning ordinance and Site Plan Regulations to address Accessory Dwelling Units (ADUs) in accordance with RSAs 674:71 through 674:73. The changes will allow any single family home owner to add an ADU within an existing home, construct an addition to allow an ADU of no more than 750 square feet, or construct a new home that includes an ADU.
- Planning staff began a process of revising applications and Planning Board procedures to a digital format, reducing reliance on paper files. Staff worked with the City Clerk's office to adapt the Planning Board agenda to the Granicus format, creating more consistency with agendas and procedures. This change has streamlined Planning Board meetings and dramatically reduced the amount of paper copies made for both Planning Board and Architectural Design Review Committee meetings. This process is ongoing.
- Planning staff began the process of creating Main Street Design Guidelines. This work is ongoing.
- Planning staff attended meetings and provided feedback to the City Council's Gully Hill Conservation Easement Ad Hoc Committee regarding the future use of the property upon termination of the existing agricultural lease.
- Planning staff worked with General Services to design a landscape plan for the City Hall Complex in conjunction with the steam conversion project. The project will improve the aesthetics of the complex, while improving ADA compliance, drainage, site lighting, and signage. Staff developed bid documents for the site work, which will be constructed at a date uncertain.
- Planning staff worked with the Parks & Recreation Department to design a landscape plan for Rollins Park to be installed in FY2018. Staff attended two community meetings for the project, and coordinated the timber harvest of more than two acres of red pine trees infested with red pine needle scale.
- Planning staff completed due diligence items for the acquisition of 106 acres of land within the Penacook Lake Watershed. The items were required to meet the obligations of the grants through the NH Department of Environmental Services Aquatic Resources Mitigation Program and Local Source Water Protection Program. The property is proposed for acquisition in FY18.



### **Conservation Commission**

- The Conservation Commission continues to monitor city-held conservation easements and pursue corrective actions to resolve easement violations as needed.
- The Commission worked with the Trails Committee to evaluate trail locations for connections between Swope Park and Winant Park.
- The Commission reviewed wetland permit applications from the New Hampshire Department of Environmental Services, as well as Conditional Use Permit applications submitted to the Planning Board that related to proposed impacts to the wetland, bluff, and shoreland protection buffers.
- The Commission worked with staff and consultants to update the Conservation Open Space Plan. A public kick-off meeting and several work sessions were held.
- The Conservation Commission held two public site visits on properties proposed for conservation easements; the Commission walked the properties to observe current conditions.
- The Commission provided feedback on the future use of the Gully Hill property. Per the Council ad hoc committee recommendation, an RFP was issued, and the successful bidder was selected by the Commission. A three-year agricultural lease was negotiated.
- The Commission continued to provide comment on the Northern Pass project. The Commission hired a consultant to create a viewshed analysis to determine visual impacts to conservation land and the City at large. The Commission Chair and one member filed testimony and testified at Site Evaluation Committee technical sessions.
- The Commission worked with Five Rivers Conservation Trust to negotiate the acquisition of a conservation easement on agricultural land on Stickney Hill Road.
- The Commission continued to work with Five Rivers Conservation Trust to negotiate the acquisition of a conservation easement on agricultural land on Stickney Hill Road.
- The Commission corresponded with several property owners interested in placing their land under conservation. Follow-up discussions are ongoing.

### **Forestry and Trails Program**

- Timber sales were conducted on the Clark Lot, Horse Hill Road Lot, and Broken Ground property under the forestry management plan. Additionally, timber sales were conducted on Penacook Lake watershed land, Garrison Park, and Rollins Park to salvage timber from red pines that were infested with red pine needle scale and ash trees infested with Emerald Ash Borer.
- The Trails Subcommittee met monthly to coordinate trail maintenance and construction activities; various trail improvements were completed on conservation land.
- The Trails Committee completed construction on the Broken Ground Trails. A grand opening hike was held in October with over 30 participants joining the hike.
- The Trails Subcommittee worked with an Eagle Scout to construct a kiosk on the Russell Martin Park trails.
- The Trails subcommittee held group hikes for the community on a monthly basis throughout the year, with 10-15 community members present at most of the events.
- A Forestry intern was hired to assist the consultant forester to maintain and monitor trails, assist with timber sale marking, and digitize the forest management plan.

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## FINANCE DEPARTMENT

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The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management, debt administration and budgeting. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

### Notable

#### Office of Management and Budget Division

The Office of Management and Budget (OMB), codified in 2011, provides citywide comprehensive and consistent budgetary and analytical support. As part of OMB's launch, the budgeting process was re-designed for the intended purpose of relieving departments of some budget preparation responsibilities thus allowing them to focus more effort on their mission. OMB coordinates the development of the City's budget across 14 departments within nine operating funds plus capital improvement funds. The Office develops the salaries, benefits, and utility expense budgets for departments through close coordination with department heads. OMB also provides financial analysis to assist policy development, including the development of financial pro-forma statements and assists departments with the financial aspects of program development.

#### Treasury/Collection Division

The Collection Office processed over 44,000 motor vehicle registrations with over 90% of customers completing both city and state portion of the registration at City Hall. The property tax collection rate was 98.8% for the 2016 tax year compared to 98.5% for the 2015 tax year. The hours open to the public are 8:00 a.m. until 4:30 p.m. except Thursdays in which there are extended hours until 6:00 p.m. Staff serviced 812 customers in 2017 during the Thursday evening hours. The city maintains a strong bond rating with Moody's (Aa1) and Standard and Poor's (AA+).

#### Purchasing Division

The Purchasing Division, in conformance with the City Charter and ordinances, strives to:

- a. Provide optimal value for the taxpayer;
- b. Meet the needs of all city departments;
- c. Be responsive to and respectful of all customers;
- d. Encourage competition;
- e. Be fair, open, ethical and efficient

Working with city staff, the Purchasing Division has successfully negotiated the following contracts:

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's 2 G1 (largest) accounts and 85 G2 accounts have been awarded to Constellation New Energy through 12/04/18 and 12/20/18 respectively (100% renewable via wind power). The City's smaller accounts continue to receive electricity supply from Unitil on a default basis. A fixed price contract for the supply of **natural gas** for the City's largest 35 accounts has been extended with Direct Energy through 6/30/20. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline and diesel fuel** are currently under fixed price agreements



for the City, Concord School District and Merrimack Valley School District through 12/31/19 with potential extensions through 6/30/20. **Kerosene and #2 fuel oil** are currently under a combination of fixed price and indexed (spot market) price contracts through 6/30/18.

- b. **Energy Improvements.** The City recently completed the upgrade of all lights in the Everett Arena to LED. The City “piggybacked” on a contract, issued by the City of Dover for their ice arenas, with Affinity LED Lighting out of Dover, NH. 50% of the cost for this project was funded by an incentive rebate from Unitil and the other 50% is being expensed, from the anticipated annual energy savings, by on bill financing with Unitil over 51 months at 0% interest. The anticipated annual energy savings for this project include a reduction of 64,598 kWh of electricity at a savings of \$10,205 and a reduction in CO2 emissions of 39.4 tons.

The Purchasing Division staff continues to work with its counterparts from the State of NH and Cities of Berlin, Dover, Keene, Laconia, Manchester, Nashua, Portsmouth and Rochester and the Towns of Merrimack, Northfield, Salem and Tuftonboro to prepare and issue competitive solicitations and enter into subsequent multi-year contracts for the purchase of supplies and services common to all municipalities.

The Assistant Finance Director and Purchasing Manager:

1. Continue to serve as members of the City’s Enterprise Resource Planning (ERP) System Steering Committee; and
2. Are the leaders of the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services.

The Accounting Division and the Purchasing Division, with the assistance of the IT Department and Human Resources Department, continue to train new and existing city staff on current accounts payable and purchasing policies and procedures and the use of the city’s financial management software (Logos).

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### INFORMATION TECHNOLOGY DEPARTMENT

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The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the city residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever escalating threats to security, and the need to minimize cost.

#### Notable

- Implemented centralized management program of all Wireless Access points.
- Replaced and upgraded backup and business continuity software suite.
- Replaced one hundred and forty City desktop computers.
- Upgraded twenty servers to latest Microsoft Operating system.
- Replaced Mobile platforms for first responders in Police and Fire Departments.

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## **FIRE DEPARTMENT**

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The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and 22 other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

### **Notable**

#### **Administration and Communications**

- Coordinated and delivered the promotional process for the rank of Fire Captain.
- Conducted a recruitment and selection process for the positions of Firefighter and Firefighter Paramedic
- The City's Hazard Mitigation Plan was completely revised and adopted by the City Council and approved by the New Hampshire Department of Homeland Security and Emergency Management.
- A new three year collective bargaining agreement was negotiated with the Professional Firefighters of Concord.
- New portable radios were purchased and placed into service.

#### **Fire, Emergency Medical Services, Training, and Special Operations Activities**

- A new Engine 7 was purchased and placed into service at the Heights Fire Station.
- A new boat was purchased and placed in service for Central Fire Station.
- A new utility vehicle was purchased and placed in service at Central Fire Station.
- A new Forestry vehicle was purchased and placed in service at Broadway Station.
- A new program was initiated with Riverbend Community Mental Health Services allowing patients to be seen in their homes by a member of Riverbend's mobile crisis team without the need to transport the patient to a hospital emergency department.
- Firefighter Matt Fallon was named the New Hampshire Grange Firefighter of the Year.
- The crews at the Heights Fire Station held a 50<sup>th</sup> anniversary celebration for the station, complete with an open house and historical artifacts.
- The new prospective officer mentoring program was fully implemented with officer candidates at the top of the promotional list being assigned to an officer-mentor and working under that person's supervision for a period of several weeks actually doing the duties of the position.
- An EMS "summit" meeting was held with Fire Administration, the Concord Fire Officers Association, and the Professional Firefighters of Concord to plan the future of EMS in Concord.
- The Fire Department coordinated and hosted a tabletop exercise for the City leadership team on an emergency at Concord Steam.

#### **Fire Prevention and Safety Initiatives**

- Fire Prevention education was delivered to second grade students during Fire Prevention Week.
- The Department participated in the National Night Out event at Rollins Park.



<b>FIRE SERVICE INDICATORS</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
1. Number of Emergency Responses	7,994	8,109	8,257
2. Number of patients transported	4,284	4,457	4,551
3. % of emergency phone calls answered In < 16 seconds	99.40%	99.47%	99.26%
4. % of Emergency Response Times < 5 Minutes	67.80%	61.07%	59.48%
5. Number of inspections completed	1,049	923	1,048
6. Number of Public Education Hours Delivered	67.5	58	82
7. Average Training Hours per Firefighter	124	112	82

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### **GENERAL SERVICES DEPARTMENT**

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The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, ice arena, and motor fleet.

#### **Notable Administration**

- Hosted first annual Public Works Celebration at Memorial Field for the public and local schools to educate and engage community about public works services during National Public Works Week. Estimated attendance of approximately 300.
- Annual solid waste brochure mailed to residents with informative trash and recycling information.
- Increased communication and public outreach via City website updates, print, media, press releases, the City Manager's Newsletter, General Gazette newsletter, and bill stuffers.
- Social media continued to improve community engagement, increase branding, and encourage public awareness of organization services.
- Received state grants for leak detection efforts and Household Hazardous Waste Collection.
- Household Hazardous Waste Collection Day was highly attended.
- Produced "Everett Arena Ice Skating" and "Kimball Pool Construction Time Lapse" YouTube videos for public promotion.

#### **Highway and Utilities**

- Completed the Shim/Overlay Project (CIP #78) as approved in the FY 2017 budget.
- Actively participated in the City's web site, specifically the Customer Request Tracker portion of the web site.
- Completed a Winter and Inclement Weather Priorities and Policy.

#### **Public Properties**

- Responsibly managed a multi-million dollar portfolio of projects in FY17. Projects include; major heating system installation and swimming pool construction initiatives as well as numerous property upgrade and renovation projects.

- Efficiently orchestrated snow removal at Concord Airport. The airport was open 99% of the time during the winter of 2016-2017.
- Proactively maintained the operation the City's seven swimming pools. The reliability rate surpassed the 98% mark during the summer of 2017.
- Effectively engaged constituents and city staff; 83% of our formal feedback was positive.
- Developed professional competency in our employees. Staff participated in over 140 hours of professional development in FY2017.
- Renovation and Ribbon Cutting Ceremony for Kimball Pool.

### **Equipment Services**

- Increase the Fleet availability with quality preventive maintenance and proactive component replacements on City vehicles.
- Rebuild and paint the dump/sander body on unit #1224 to lengthen the life three additional years to comply with the extended vehicle replacement schedule.
- Field testing new plow cutting edge system (four trucks equipped to date). The system has proven very effective and will reduce cutting edge replacements, less noise/vibration, and reduce operator fatigue. The new system will reduce cutting edge replacement labor time and allow plows to spend additional time on the road during storms.
- Equipment Service technicians continue to attend technical training from various resources. They have increased their skills in computerized engine controls, braking systems, fire equipment systems, and emissions training.

### **Arena**

- Completed Chiller Replacement Project.
- LED Project approved by Council.

### **Water**

- Maintained Level 2 American Water Works Association (AWWA) Partnership for Safe Water.
- Won best tasting Water at the 2017 NH Drinking Water Festival.
- Received the 2016 Fluoride Optimization award from the Center for Disease Control (CDC).

### **Wastewater**

- The Wastewater Treatment Division continues to complete infrastructure upgrades with the completion of the refurbishment of the Mountain Green South pump station, replacement of a portion of the biosolids processing equipment, HVAC and odor control improvements in the administration building, and replacement of chemical storage tanks.
- Personnel from the Wastewater Treatment Division participated in a series of public outreach events including Public Works Week, New Hampshire Wild Days, and Market Day's. The facility also increased the number of facility tours including a tour for 180 children from Merrimack Valley Middle School.
- The Penacook Wastewater Treatment Plant was recognized as the Plant of the Year by the New Hampshire Water Pollution Control Association.
- The Wastewater Treatment Division received the Outstanding Public Outreach Award presented by the New Hampshire Department of Environmental Services.



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## HUMAN SERVICES DEPARTMENT

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The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

### Notable

- The generous owners and employees of ASA Sanel donated 68 bountiful Thanksgiving baskets to families in need that we serve.
- 35 children were provided with Christmas presents provided by many generous donors including City Employees, NHMA, Unitarian Benevolent Association, LARC, Beaver Meadow Village Association, local businesses and residents.
- Emergency food from our pantry was provided to those we serve on a daily basis. Our pantry is generously stocked by Capital Region Food Program, Congregants of Temple Beth Jacob and Immaculate Heart of Mary, co-workers and residents.
- Human Services Director served on the Steering Committee for Concord's Plan to End Homelessness.

### SERVICE INDICATORS

	<u>2016</u>	<u>2017</u>
1. Appointments/Emergencies	1,789	1,359
2. Homeless & Homeless at Risk Served	286	227
3. Applications for Assistance Issued	542	392
4. Total Walk-ins	1,389	961
5. Total Initial Case Interviews	512	376
Percent of Total Aid Budget in Rental Assistance	92.3%	91%

## LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

<u>LEGAL SERVICE INDICATORS</u>	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Actual</u>
1. Civil Litigation Cases	*21	*20	*26
2. Tax Abatement Cases	*28	*35	*39
3. Tax Lien Mortgages (Research at Registry)	558	550	498
4. Tax Deed Mortgages (Research at Registry)	90	92	100
5. Tax Title Searched for Properties to be Deeded	662	600	598
6. Ordinances Reports and Resolutions	18	16	102
7. Negotiated Union Contracts (out of 6)	1	1	4
8. Licenses, Agreements and MOUS	-	***60	88
9. Bankruptcy Matters (Claims Filed)	11	14	27
10. City Department/Public Body Westlaw Legal Research	-	***1,022	466
11. Financial Guarantees for City Projects/Developments	**37	**27	**36
12. Right-to-Know Requests	26	28	50
13. Complaints Files/Reviewed	-	-	****4,513
14. Criminal Dispositions and Hearings	21,313	21,000	18,569
15. Juvenile Dispositions and Hearings	595	706	751
16. Administrative License Suspensions	206	206	204
17. Concord Code Enforcement	15	30	60

\* Includes pending cases from prior years.

\*\* Does not include currently active guarantees.

\*\*\* First year reported.

\*\*\*\*New service indicator.



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## LIBRARY DEPARTMENT

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**Mission:** The Concord Public Library connects individuals with resources in order to enhance lives and build community.

**Vision:** The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

### Notable

- A new digital magazine service, Zinio, was added to our repertoire of electronic resources.
- Library staff began to run a quarterly felting program for patrons, as well as a monthly adult Coloring Night.
- We had 83 patrons participate in Book Bingo Winter Reading and we finished it up with a wrap party where prizes were raffled and attendees enjoyed a hot chocolate bar.
- In March, we installed and launched our first 3D Printing Service in the Children's department. Children can request an item, with various filament colors, through our online registration.
- Concord Reads programs included a Survival Trivia Night at Area 23, and Fatal Forecast: an Incredible True Tale of Disaster and Survival at Sea with author Mike Tougias. The final event was held at Red River Theater with author Steve Callahan, to discuss the Concord Reads Title, *Adrift: 76 Days Lost at Sea*.
- In May, we held our second annual How-To Festival which had 254 participants attend over 28 programs. For 3 hours we ran 5 simultaneous programs in 25 minute clips, to give patrons options of what to attend. We worked with a variety of local businesses and some topics included; how to run a 5k, Concord City Trails, kimchi, and planting a garden to attract pollinators.
- Our Live Music on the Lawn series averaged 200 patrons per concert, with a high of 225 attendees at The April Cushman Band.
- We also started a Summer Reading Book Bingo program for adults.
- 260 kids registered for our summer reading program "On Your Mark, Get Set, Read!"
- Our new STEAM Team program launched for children. It's a monthly exploration of science activities that often includes a take home craft.
- We've begun to revamp our social media channels, specifically Facebook, Instagram and Twitter by establishing consistency and formation of an internal Social Media Group.
- City Council approved the new title we are currently advertising, Assistant Library Director & Technical Services Manager.
- September was National Library Card Sign Up Month...we had a successful month of adding over 250 new card holders, but sadly did not win the 2<sup>nd</sup> annual Library Card Challenge. The trophy will reside in the Barrington Public Library for the next year. We placed third.

<u>Library Service Indicators</u>	<u>Actual FY2016</u>	<u>Actual FY2017</u>
1. Items Borrowed		
Main Adult	153,289	138,180
Main Children's	75,565	71,427
Audio & E-book Downloads	25,761	26,993
Main Total	252,411	236,600
Penacook Branch	5,890	4,963
Renewals	54,718	54,773
Total	313,019	296,336
2. Traffic Count		
Main Library	201,787	195,869
Penacook Branch	3,419	3,368
3. Online Services		
Catalog searches	455,400	648,377
Database searches	611,636	653,871
4. Classes & Events		
Main Adult Programs	73	96
Main Adult Attendance	2,170	2,644
Main Young Adult Programs	43	16
Main Young Adult Attendance	282	91
Concord Reads Programs	2	10
Concord Reads Attendance	9	128
Main CR Programs	184	180
Main CR Attendance	4,192	3,200
Pen Branch Programs	9	9
Pen Branch Attendance	75	46
Total programs	311	311
Total attendance	6,728	6,109
5. PC/Internet Use Hours		
Main Adult	19,089	18,097
Main Children's	5,069	3,090
Penacook Branch	505	447
Total	24,663	21,634
6. Chromebook Checkouts	4,673	4,594
7. Research Assistance		
Total	91,026	70,356
8. Volunteers		
Hours	2,964	1,864
9. Interlibrary Loans		
Lent	2,781	2,783
Borrowed	3,246	3,131



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## HUMAN RESOURCES DEPARTMENT

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The Human Resources Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

### **Notable**

- Conducted and submitted Prime Program Annual Self-Assessment to ensure recertification of Prime Designation. The City received a 2.5% discount on both our Workers' Compensation and Property and Liability contributions/premiums based on maintaining our Prime status. This equates to a \$14,000 discount on our Workers' Compensation and an overall \$30,000 discount on all lines.
- Promoted medical alternatives to the emergency room for non-emergency injuries. This promotion led to 51% employees who sought medical care for an injury experienced at work to seek their initial medical care at an Occupational Health or Urgent Care Clinic.
- Continued work with the Joint Loss Management Committee to reduce injuries through safety initiatives has resulted in a Loss Ratio Adjustment Factor (LRAF) of .64 FY2017. This is .36 below the expected loss LRAF of 1 which is the anticipated factor based on the City's size and other risk factors.
- Average cost per claim for workers' compensation claims for FY2017 was \$5,545.55. Unfortunately, two significant open claims, \$317,610.94, represents 66% of the total incurred cost for FY2017 and is responsible for 35% of our average cost per claim. (Statics based on 2/19/18 worker's compensation data)
- Actively promoted, collected, and provided required employer data for requesting New Hampshire Secondary Injury Fund. This fund provides reimbursement benefits for claims that cost over \$25,000.

**Wellness Program Participation:** (These numbers represent all eligible employees and their city-insured spouses):

- 236 participants attended a Wellness Education program (a 15% increase over previous year).
  - During the year there was one workshop per month offered for a total of 12.
  - There were also five off-site workshops offered.
- 220 participants obtained a preventive screening offered by the program (an 11% decline over previous year).
- 117 participants have completed this year's major component – the Wellfit Challenge.
  - While this is significantly lower than the previous year's major component, which was an online Health Questionnaire – this component is activity based to encourage physical activity and typically sees a drop in participation.
- 177 participants have completed the 3-month exercise requirement (a 3% decline over previous year)
- 100 participants attended the Wellness Fair held at the Holiday Inn.

Some Human Resources Strategic Initiatives include: completion of the Primex Prime Program; the increased use of social media to attract talent to the City workforce; and participation in the selection of the City's new Enterprise Resource Program provided by Munis.

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## **POLICE DEPARTMENT**

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The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

### **Notable**

### **FISCAL YEAR 2017 - GOALS STATUS**

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate Departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system.

Status: The Police Department takes an aggressive stance in combatting illegal drug issues facing the City. In 2016, the Department assigned an additional investigator to the Drug Enforcement Unit in order to augment the Unit's efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has worked closely with other stakeholders on this matter to include other police agencies, service providers, and other branches of the criminal justice system. The Department also has a representative participating on the Merrimack County Drug Court Team, which is working on implementing a Drug Court as part of the Merrimack County Superior Court.

Additionally, during the fall of 2016, the Police Department received a grant award in the amount of \$75,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Hammer). These funds have been utilized by the Department to cover overtime costs to conduct illegal drug investigations in the City and surrounding towns. The Department has submitted a grant application for additional funding during FY2018 through the same grant program. During FY2017, the Department made 284 arrests of individuals with illegal drug related charges.

The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city.

The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During FY17, over 665 pounds of prescription drugs have been turned in by members of the community and destroyed.

2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.



Status: During FY2017, the Department hosted several meetings involving the New American communities. In January, the Department partnered with New Hampshire State Police, Manchester Police Department, and the Nashua Police Department to take part in a State wide community event involving the Congolese population. The purpose of this event was to address any concerns or questions they have about Law Enforcement in New Hampshire and to foster a positive relationship between their community and police.

The Department stayed active in the community with the use of the Bicycle Unit and Motorcycle Unit. The Department participated in several “Lunch with a Cop” events and “Police Readers” throughout the schools in the Concord School District and Merrimack Valley School District. The Department also put on several DARE classes. Throughout FY2017 the Department has put on six R.A.D. courses.

Due to the trend of mass shootings occurring in businesses and schools throughout the country, the Department has been offering active shooter training seminars. The Department has participated in 10 active shooter trainings, with approximately 400 attendees throughout FY2017. The Department also offers security assessments for homes and businesses.

The Department has organized several “Walk with a Cop” events designed to get seniors and others out walking on City walking paths and other parts of the City with police officers. The Department has put on several internet safety talks in both the Concord and Merrimack Valley School Districts. The Department took part and helped arrange guest speakers and local celebrities for the 2017 New Hampshire Youth Summit on Opioid Awareness. Additionally, the Department took an active role in helping organize The Chamber of Commerce’s Leadership Greater Concord Law Enforcement/Legal Day. The Department continues to stay focused on conducting foot patrols throughout neighborhoods and business areas to engage citizens and visitors of the city in a personal manner.

3. Maintain a comprehensive, data driven, city-wide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists. Particular attention will be given to those areas of the city which have undergone recent re-design and construction.

Status: During FY2017, the Department conducted 8,997 motor vehicle stops which have resulted in the issuance of 2,027 citations and 6,970 written warnings. The Department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Road for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department was also able to purchase a new radar trailer utilizing funding provided by the NH Highway Safety Agency. This trailer has been deployed in areas of traffic safety concern throughout the City. Members of the Department actively participate in the City’s Traffic Operations Committee and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City. The Department will continue to pursue grant opportunities available by the NH Highway Safety Agency as well as other entities to augment the current traffic safety efforts by the Department.

Over the course of the first three quarters of FY2017 the Department issued 1,114 citations for hazardous moving violations as well as 3,790 written warnings for hazardous moving

violations. The Department also arrested 107 impaired drivers. During FY17 the Department has responded to 1,291 reportable traffic crashes. 223 of these crashes involved injury to a total of 282 individuals. During this time frame there was one fatal crash as well as 15 crashes involving a pedestrian and 9 involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the City to focus attention and address improper driving that may be occurring.

4. Seek to fully staff all authorized sworn positions. Implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates.

Status: During FY2017 the Concord Police Department had significant staffing related issues mostly due to unforeseen events (retirements, transfers, and a resignation). While trying to adjust to these unprecedented staffing demands, we have worked to aggressively recruit new applicants by using social media, job fairs, online job boards and other areas of professional networking. The Department has changed its recruitment model to be able to constantly recruit the most qualified applicants by always maintaining an open process.

The Department had three different police officer recruitment testing processes in which we received 387 applicants; 87 applicants were immediately disqualified from the process for not meeting our minimum qualifications. Of the 300 remaining applicants, we successfully hired 8 police officers. This is a 2% hiring success rate. There is a shortage of qualified police officer candidates nationwide and the hiring process is extremely rigorous. Additionally, we had two high quality candidates who made it through our entire process decide to go to other municipal police departments.

The Department continues to have retirements and currently has 5 openings in the police officer ranks. This equates to police officer staffing being down approximately 5.8%. Despite the challenges, the department has come together to face these staffing challenges and is committed to only hiring the most qualified employees that we can. We have an active process going now and we are optimistic that we will further reduce our vacancies in the near future.

5. Continue efforts to identify and implement creative strategies designed to address homelessness within the City from a policing perspective. These strategies should work collaboratively with the efforts of community organizations, as well as other municipal and state agencies, to address issues surrounding homelessness in the community.

Status: During FY2017, with the assistance of the Department's Problem Oriented Policing (POP) Unit, many of the homeless population and their locations were identified. The Department worked collaboratively with the Homeless Coalition to come up with an action plan to assist those that are in desperate need of shelter particularly as the weather began to turn.

Additionally, the Department worked with several community organizations to help open a temporary homeless shelter during the winter months. With the collaboration of the Concord Coalition to End Homelessness, the Friends Program, the Open Hands Resource Center, and Christ the King Parish, the temporary shelter was set up at St. Peter's Parish on North State Street. The Department provided a police presence periodically during the hours the shelter was open and when it closed to negate any issues with the neighborhood children awaiting their school bus in the morning. The Department also participated in the Concord Coalition



to End Homelessness's Fundraiser "Souperfest". The funds raised help to combat the homeless issues.

The Department assisted representatives of the Concord Coalition to End Homelessness in identifying those that are homeless and wishing to establish a permanent residence. Some of those individuals that were identified were assisted in obtaining a residence. The Department continues to work closely with all of the outreach organizations to help the homeless population.

<u>SERVICE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>
1. Total Calls for Service	58,180	53,215	48,169
2. Total State Reportable Traffic Accidents	1,214	1,247	1,291
3. Total Traffic Fatalities	1	2	1
4. Total Traffic Summonses Issued	4,371	3,698	2,024
5. Total DWI Arrests	137	156	107
6. Total Domestic Violence Related Arrests	323	241	261
7. Drug Abuse Violations (Persons Arrested)	234	331	355
8. Total Part I Violent Crime Arrests <sup>1</sup>	51	42	44
9. Total Custodial Arrests	2,926	2,746	2,382

<sup>1</sup> Part I Violent Crime include: Murder, Rape, Robbery and Aggravated Assault

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## RECORDS

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The mission of the City Clerk's Office is to efficiently meet all statutory obligations with respect to elections, vital records, and City Council. The City Clerk's Office is responsible for the preservation and management of all vital events occurring within the City. Those vital events include births, marriages and deaths. In addition to vital records, the office records all official documents of the City of Concord. The office conducts and preserves the integrity of all local, state and federal elections. Internally, the office views itself as the liaison between the general public and the Mayor and City Council. The office is responsible for the preparation of all City Council agendas, minutes and official notices.

### Notable

- In February 2017, staff implemented and trained Planning Department staff on the City's automated agenda system for the Planning Board agendas.
- Online vital records requests were implemented within the Clerk's Office during FY2017.

<u>SERVICE INDICATORS</u>	<u>FY2016</u>	<u>FY2017</u>
1. Birth Certificates Issued	2,566	2,540
2. Marriage Certificates Issued	820	933
3. Death Certificates Issued	3,539	4,263
4. Divorce Records Issued	157	180
5. Certified Records Issued	7,082	7,916
6. Marriage Licenses Issued	407	407
7. Marriage Ceremonies Performed	115	148
8. Dog Licenses Issued	4,272	6,043
9. Notice of Intent to Issue Dog Summons	1,064	1,500

### Elections

- Staff provided personal training sessions with ward officials that were new prior to the September 13, 2016 State Primary and the November 8, 2016 General Election.
- Staff held voter registration sessions at many local nursing home facilities within the city. Residents were given the opportunity to register to vote and to also fill out applications for absentee ballots.

<u>SERVICE INDICATORS</u>	<u>FY2016</u>	<u>FY2017</u>
1. Voter Registrations Processed	2,733	3,514
2. Absentee Voters Serviced	1,303	2,689
3. Average Number of Ballots Cast	21,695	29,696

The City Clerk's Office conducted a State Primary on September 13, 2016; a State General Election on November 8, 2016 and a Ward Nine Special Election Primary on May 30, 2017.



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## RECREATION DEPARTMENT

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### *Mission Statement:*

Concord Parks and Recreation is committed to engaging our community with safe, fun, inclusive opportunities to enhance health and wellness by providing programming, parks and recreation facilities

### *Vision Statement:*

Concord Parks and Recreation's vision is to: create cutting edge and sustainable recreational resources to connect our community through education, programs and innovative partnerships to ensure an active city to live, work and play

### *Core Values:*

Engaged \* Fun \* Diverse

The Parks and Recreation Department is responsible for providing diversified programs year round. Our programs include activities for people of all ages and abilities. The department schedules and maintains: thirty outdoor parks (over 220 acres), all city athletic fields, Beaver Meadow Golf Course and the Heights Community Center (former Dame School). The department also manages the schedules and programs for the remaining three community centers, City Auditorium and the cities seven outdoor pools. In addition, the department also oversees the Cemetery Operation for the city with 13 cemeteries around the city.

The department offers year round programming for all ages. From youth programs, classes, and camps to a very successful drop in senior program. In addition, the department coordinates special events: July 4<sup>th</sup>, Summer Music Series, and assist with many others. The department manages the maintenance and schedules for all athletic fields. Over the course of the year, the department works with over twenty different leagues, three high schools and issued over 4,700 permits for use of our parks, pools and community centers.

The department has opportunities for community members and the business community to help support department activities. If someone is interested in sponsoring an event or making a donation, please contact the Parks and Recreation Director. Sponsorship opportunities are also listed on the Parks and Recreation web site: [www.concordparksandrec.com](http://www.concordparksandrec.com)

### **Service Indicator Results**

Number of pool users: 20,934

Number of program registrations: 4,782

Number of facility reservations 4,709

Number of burials: 210

### **Notable**

- Continued active presence on social media. Department staff maintains Facebook pages for the Parks and Recreation Department and the Beaver Meadow Golf Course. The department also has an Instagram account that is updated regularly. Department staff also assisted with social media for the Black Ice Pond Hockey Championships.
- Continued operating and maintaining the former 40,000 square foot Dame School as a Community Center. Final plans created for the new city wide community center were completed.

- The department added several new programs this past year, including a new session of NFL Flag Football and youth and family rock climbing classes. The department partnered with basketball coaches at Concord High School, to have high school players help coach our younger age group basketball players.
- The two state of the art indoor golf simulators continued to be a success at the Beaver Meadow Golf Course. One simulator is open year round while the second is put up during the winter months after the Pro Shop closes in December.
- Continued working with Concord Crush Lacrosse League to handle all their registrations for the spring season and their winter clinics.
- 717 children took part in our summer Learn to Swim Program. With a generous sponsorship from Concord Housing, all residents can choose to attend a two week session for free.
- Over 23,000 people used the seven outdoor pools.
- Active involvement with downtown recreational programming for events with our community partners: Summer Concert Series, Concord Arts Market and Halloween Howl involvement.
- Recruited, trained and supervised over 180 volunteers who contributed a total of approximately 6,000 volunteer hours for various programs and events.
- Continued to expand our Senior Citizen Programs; added six Pickleball courts to the Tennis Courts at Beaver Meadow Park and, during the winter months, there are now are two courts at the Green Street Community Center and one at the former Dame School.



**\*PUBLIC NOTICE\***

**City of Concord Property Owners:**

In accordance with RSA 674:39-aa, Restoration of Involuntarily Merged Lots, any lot or parcel of land in the City of Concord that was involuntarily merged by municipal action (joined to an abutting lot in the same ownership for zoning, assessing or taxation purposes), prior to September 18, 2010, may be restored to premerger status upon the owners' request.

Such requests must be submitted to the Concord City Council prior to December 31, 2016.

For additional information, please go to [www.concordnh.gov](http://www.concordnh.gov) or contact the City of Concord Zoning Administrator, 37 Green Street, Concord, NH 03301, telephone number (603) 225-8580.

**THIS NOTICE MUST REMAIN POSTED UNTIL DECEMBER 31, 2016**



## CITY OF CONCORD

*New Hampshire's Main Street™*

*Finance*

November 3, 2017

To the Honorable Mayor, Members of the City Council,  
and Citizens of the City of Concord:

The Concord Finance Department is pleased to submit the Comprehensive Annual Financial Report (CAFR) for the City of Concord, New Hampshire for the Fiscal Year ending June 30, 2017.

This report is published to provide citizens, City Council, investors and other interested parties with detailed information regarding the financial position of the City. City Management is responsible for the accuracy of the data, and the completeness and fairness of this report, including all disclosures and schedules.

To the best of our knowledge and belief, the following data is accurate in all material respects and is reported in a manner designed to fairly present the City's financial position and the results of operations of the various Funds of the City. The accompanying disclosures are necessary to enable the reader to gain the maximum understanding of the City's financial activities.

### The Report

The CAFR is presented in three main sections: Introductory, Financial, and Statistical. The Introductory Section includes the transmittal letter and the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting Award.

The Financial Section contains the City's basic financial statements as required under the Governmental Accounting Standards Board's (GASB) Statement No. 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditor's opinion, management's discussion and analysis (MD&A) report, notes to financial statements, combining and individual financial statements, and schedules for the City's Funds.

The MD&A report is designed to be used in conjunction with this transmittal letter and can be found after the independent auditor's report.



The Statistical Section includes financial and demographic information on a ten-year historical basis.

This CAFR does not report on the Funds of the Concord School District, Merrimack Valley School District, or the County of Merrimack. These governmental units are independent of the City and do not meet established reporting entity criteria for inclusion in this report.

### **Profile of the Government**

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 42,904 as of July 1, 2016, a 0.49% increase over the last official census as of April 1, 2010 number of 42,695, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors and the mayor are elected every two years. The four remaining "at-large" councilors are elected to staggered 4-year terms, 2 every 2 years. The current mayor is former City Councilor James P. Bouley, who was first elected mayor in November 2007. In November 2017, he was re-elected for his sixth consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government among Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system, and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

## Local Economy

Compared to other cities in New Hampshire, New England, and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2017 was 2.3%. This compares favorably to New Hampshire's rate of 2.7% and to the United States rate of 4.5 %. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 2.7% and Nashua at 2.9%. Concord's unemployment rates have remained lower than the State since 1992 except for the months of March, April, and June 2005.

The assessed value of taxable property as of April 1, 2016, increased overall by 2.01% compared to April 1, 2015. The cumulative total residential, manufactured homes, and condominiums increased just over 4% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2016, was \$237,011, up slightly from \$228,355 the year before.

Tax collections percentage as of June 30, 2017, for the 2016 Tax Year was 98.9%, slightly higher than the previous year. Total tax delinquencies for all years were stated at \$2.0 million, down \$0.6 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach, communication and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City continues to work with existing businesses to maintain and increase their workforce, and has several economic development initiatives underway. During Fiscal Year 2016, the Mayor and Council issued a call to the Greater Concord Chamber of Commerce and the City's Economic Development Advisory Council to provide strategic recommendations that the City should consider to bolster economic development. The most prominent of these measures was the creation of an Economic Development Director position which was subsequently funded as part of the FY 2017 budget. The City hired an Economic Development Director in May 2017 who is working to implement the City's economic development initiatives.

In May 2017, the City entered into a Purchase Option Agreement to sell 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for \$540,000. Caleb plans to develop a 54-unit workforce housing project at the property. When fully completed, the project will generate \$3 million in new Assessed Value. The developer is in the process of securing permits and approvals for the project, as well as financing. Construction on Phase I of the project (34 units - \$8.6M) is scheduled for summer/fall 2018.

In October 2017, the City Council approved selling the former NH Employment Security property to Dol Soul Properties, L.L.C., for \$1.075 million. The developer plans to construct a new 120,000 SF mixed-use building featuring approximately



100 apartments and 5,000 SF of commercial space. The development is projected to generate \$12.5 million in new Assessed Value. The project is scheduled to begin in fall 2018.

Another key economic development initiative that continued during Fiscal Year 2017 was the \$14 million Downtown Complete Streets Project. The goal of this project is to make downtown a more vibrant, attractive place for economic development activity, including redevelopment of vacant upper stories and construction of market rate housing. Key features of the project include wider sidewalks, improved crosswalks, ADA improvements to 15+/- properties, public art, as well as comprehensive streetscape improvements. The project was completed in fall 2016. The project is already paying dividends, as 31 new residential units in the heart of the project area are slated to start construction in December 2017. In addition, another 130 units, including the Dol Soul Project, are currently in the planning stages. Also, the City has experienced a sharp uptick in developers inquiring about potential opportunities in the downtown area.

### **Long-term Financial Planning**

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five-year General Fund operating pro forma and tax rate projection, a twenty-year Capital Improvement Plan, and a pro forma for each enterprise and major special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise/Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exception is the Golf Fund, which received general fund support for their Fiscal Year 2017 operations.

### ***Financial Position***

The City Council has adopted a General Fund balanced budget every year since Fiscal Year 2010, with the exception of Fiscal Year 2012. The Fiscal Year 2012 Budget was adopted using \$300,000 from prior year surplus to help offset the significant funding changes that were occurring with the State Retirement System. Other than Fiscal Year 2014, Fiscal Years 2010 through 2016 reported surpluses ranging from \$549,668 to \$1.5 million. The Fiscal Year 2017 surplus is \$369,286.

The total General Fund Unassigned Fund Balance increased to \$11.0 million after City management assigned \$975,000 which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2018. The \$11.0 million Unassigned Fund Balance represents a \$290,000 increase over Fiscal Year 2016. The purposes of the Assigned Fund Balance are for transfers to Highway Paving Reserve (\$270,000),

Equipment Reserve (\$75,000), Office Furniture and Equipment (\$30,000), Economic Development (\$250,000), and Recreation (\$350,000).

### ***OPEB Action/GASB Statement No. 75***

Effective in Fiscal Year 2017, the City adopted Government Accounting Standards Board (GASB) Statement No. 75, as reported in Note 18 of this CAFR. As of June 30, 2017, the net Other Postemployment Benefits (OPEB) liability was \$48.4 million. As of June 30, 2016, the City reported an Unfunded Actuarial Accrued Liability (UAAL) of \$34.2 million.

Efforts to reduce this liability will be ongoing with continued benefit management and financing alternatives. To date, the City Council has approved the transfer of \$500,000 to an OPEB reserve trust; \$300,000 from 2009 surplus, and \$200,000 from 2011 surplus. No transfer is anticipated during Fiscal Year 2018.

### **Relevant Financial Policies**

#### ***Goals***

Introduced in 1996, the City Council adopted a Fiscal Policy Statement which is a series of 31 goals to help guide the financial direction and management of the City. These goals are regularly reviewed and updated when necessary.

The goals address the topics of: Accounting, Auditing and Financial Reporting, Budgetary and Financial Management, Capital Improvements, Cash Management, Debt Management, Employee Compensation and Benefits, Enterprise/Special Revenue and Other Funds Management, Municipal Services Expenditures and Revenues, and Tax Rate Management. In addition to the cash management goal cited above; another goal that stands out is Goal E1 under Debt Management that limits debt service to 10% of total expenditures. For Fiscal Year 2017, this amount was 9.8%.

In Fiscal Year 2013, the City adopted a new Fund Balance, Reserves, and CIP Spending Priority Policy. The policy was established following discussions with the City's outside auditors, receipt of their subsequent Management Letter recommendation, and in conjunction with GASB Statement #54.

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 18.5% of expenditures by the end of Fiscal Year 2017. For Fiscal Year ending June 30, 2017 the Unassigned Fund Balance was 19.6%.

#### ***Credit Rating and Debt Limit***

As of January 2017, Standard and Poor's Rating Group affirmed the City's bond rating of AA+ in conjunction with a \$14.135 million General Obligation bond offering and affirmed the AA+ rating on the City's \$87.6 million of outstanding parity debt.



## **Financial Structure and Management**

In accordance with the City Charter and Code of Ordinances, the Finance-Accounting Office is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse. It also ensures that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

### ***Major Initiatives***

The Fiscal Year 2017 budget was adopted by the City Council with several major initiatives to further the City's efforts to create a more sustainable and economically viable community. Specific investments include building a new multipurpose building at White Park to replace the skate house, Kimball Park pool replacement, Fire Engine #7 apparatus replacement, continuation of the Annual Neighborhood Paving Program, water main replacement and system improvements, and Hall Street wastewater treatment plan improvements.

## **Awards and Acknowledgements**

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-two consecutive Certificates of Achievement for Excellence in Financial Reporting to the City of Concord, NH for its CAFR beginning with the fiscal year ended December 31, 1995, through June 30, 2016 including the six-month transitional fiscal period ending June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

A Certificate of Achievement is valid for a period of one year only. The City believes this current CAFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's CAFR was made possible by the dedicated services provided by the City's Finance Department – Accounting Office staff. We also extend a sincere thanks and appreciation to Melanson Heath for their work in conducting the City's audit and preparing this report. Additionally, Administration thanks the Mayor, members of the City Council and Fiscal Policy Advisory Committee for their leadership, and commitment of transparency for the financial operations of the City. Without their diligence, hard work, professionalism, and support, this report would not meet such high standards.

### Other Information

Although state statutes do not require an annual audit, the City has continually produced an independently audited set of Financial Statements since the 1920s. Presently, the firm of Melanson Heath of Nashua, New Hampshire, conducts the annual audit for the City. In addition, the audit was designed to meet the requirements of Title 2 CFR Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements of Federal Awards* (the Uniform Guidance), as applicable. The auditor's report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our web site at [www.concordnh.gov](http://www.concordnh.gov), where this CAFR is expected to be prominently displayed by December 2017. Also displayed are previous CAFRs and other summary financial information.

Sincerely,



Thomas J. Aspell, Jr.  
City Manager



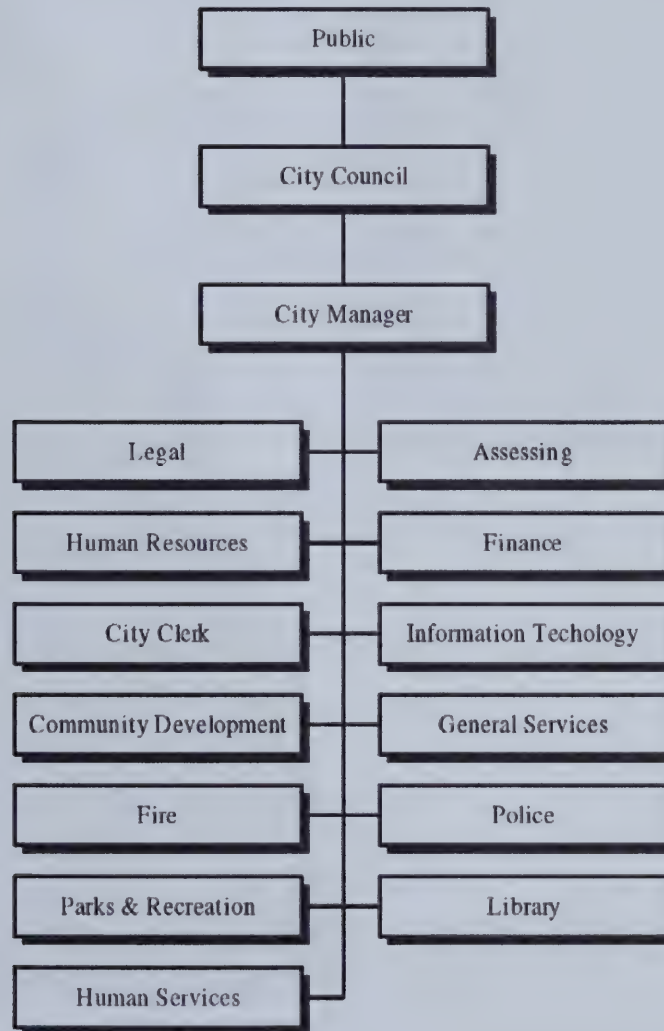
Brian G. LeBrun  
Deputy City Manager – Finance



Katherine A. Graff  
Assistant Finance Director

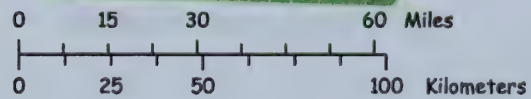
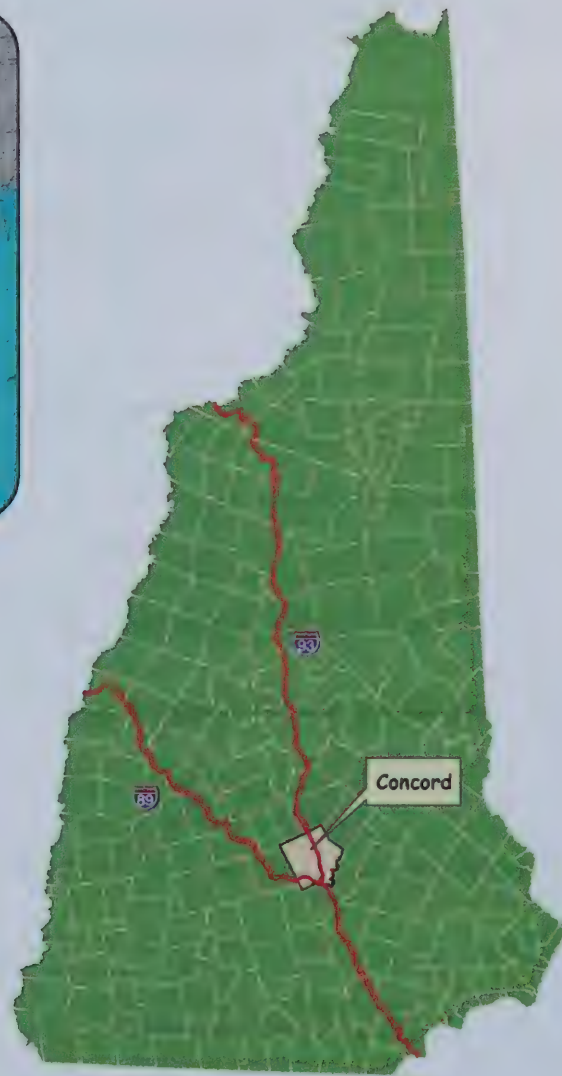


CITY OF CONCORD, NEW HAMPSHIRE  
TABLE OF ORGANIZATION



# City of Concord, NH

## Geographic Location



## INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council  
City of Concord, New Hampshire

Additional Offices:  
Andover, MA  
Greenfield, MA  
Manchester, NH  
Ellsworth, ME

### **Report on the Financial Statements**

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

### **Management's Responsibility for the Financial Statements**

The City's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion



on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

## **Opinions**

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of June 30, 2017, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Other Matters**

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis and the Pension and OPEB schedules appearing on pages 81 to 83 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

## **Other Information**

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 90 through 133 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived

from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The Introductory and Statistical sections are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

#### **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated November 3, 2017 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City's internal control over financial reporting and compliance.

*Melanson Heath*

November 3, 2017



## **MANAGEMENT'S DISCUSSION AND ANALYSIS**

As management of the City of Concord, we offer readers of the City of Concord this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2017. This section should be read in conjunction with the Letter of Transmittal beginning on page 3.

### **A. OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements** The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets, liabilities, and deferred outflows/inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, general services, community development, leisure and information services, and human services. The business-type activities include water, sewer, solid waste, golf, and arena activities.

**Fund financial statements** A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

**Governmental funds** Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide



financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund Statement of Revenues, Expenditures and Changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances for the general fund and major capital project fund (post 2008), which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation.

An annual appropriated budget is adopted for the general fund and certain non-major governmental (special revenue) funds. Budgetary comparison statements have been provided for the general fund to demonstrate compliance with budgets.

**Proprietary funds** Proprietary fund reporting focuses on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The proprietary fund category includes enterprise funds.

Enterprise funds are used to report activity for which a fee is charged to external users, and must be used when one of the following criteria are met: (1) activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges, (2) laws or regulations require the activity's costs of providing services be recovered with fees and charges, and (3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service. The primary focus on these criteria is on fees charged to external users. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the water, sewer, solid waste, golf and arena operations. The water, sewer, and solid waste funds are considered major funds.

**Fiduciary funds** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

**Notes to financial statements** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

**Other information** In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

## B. FINANCIAL HIGHLIGHTS

- As of the close of the current fiscal year, the total of assets and deferred outflows exceeded liabilities and deferred inflows by \$162,808,190 (i.e., net position), a change of \$6,732,251 in comparison to the prior year, as restated for GASB 75.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$45,557,174, a change of \$3,698,436 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$11,015,079, a change of \$279,500 in comparison to the prior year. In addition, total general fund balance increased by \$1,534,431.

## C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal years. All amounts are presented in thousands.

	<b>NET POSITION</b>					
	Governmental Activities		Business-Type Activities		Total	
	2017	2016	2017	2016	2017	2016
Current and other assets	\$ 111,563	\$ 105,435	\$ 22,368	\$ 20,014	\$ 133,931	\$ 125,449
Capital assets	159,951	149,353	128,347	126,657	288,298	276,010
Total assets	271,514	254,788	150,715	146,671	422,229	401,459
Deferred outflows	23,442	4,566	1,832	278	25,274	4,844
Total assets and deferred outflows	\$ 294,956	\$ 259,354	\$ 152,547	\$ 146,949	\$ 447,503	\$ 406,303
Long-term liabilities outstanding	\$ 169,057	\$ 114,306	\$ 44,768	\$ 37,435	\$ 213,825	\$ 151,741
Other liabilities	8,301	8,373	2,190	1,531	10,491	9,904
Total liabilities	177,358	122,679	46,958	38,966	224,316	161,645
Deferred inflows	60,075	57,618	304	417	60,379	58,035
Net position:						
Net investment in capital assets	110,350	102,584	100,852	102,279	211,202	204,863
Restricted	18,327	14,569	1,600	1,814	19,927	16,383
Unrestricted	(71,154)	(38,096)	2,833	3,473	(68,321)	(34,623)
Total net position	57,523	79,057	105,285	107,566	162,808	186,623
Total liabilities, deferred inflows and net position	\$ 294,956	\$ 259,354	\$ 152,547	\$ 146,949	\$ 447,503	\$ 406,303



The largest portion of net position \$211,201,233 reflects our investment in capital assets (e.g., land, buildings, machinery and equipment, and infrastructure), less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$19,927,085 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position is a deficit of \$(68,320,128) primarily resulting from the City's unfunded net pension and net OPEB liabilities.

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. At the close of the most recent fiscal year, total net position was \$162,808,190, a change of \$6,732,251 from the prior year.

	<u>CHANGES IN NET POSITION</u>					
	<u>Governmental</u>		<u>Business-Type</u>		<u>Total</u>	
	<u>Activities</u>		<u>Activities</u>			
	<u>2017</u>	<u>2016</u>	<u>2017</u>	<u>2016</u>	<u>2017</u>	<u>2016</u>
Revenues:						
Program revenues:						
Charges for services	\$ 9,336	\$ 9,478	\$ 17,955	\$ 17,232	\$ 27,291	\$ 26,710
Operating grants and contributions	4,190	3,962	876	359	5,066	4,321
Capital grants and contributions	5,874	9,320	62	49	5,936	9,369
General revenues:						
Property taxes	46,002	44,973	-	-	46,002	44,973
Penalties and interest on taxes	976	978	-	-	976	978
Investment income	1,734	742	80	39	1,814	781
Other	739	975	207	108	946	1,083
Total revenues	68,851	70,428	19,180	17,787	88,031	88,215
Expenses:						
General government	8,867	8,098	-	-	8,867	8,098
Public safety	29,900	26,288	-	-	29,900	26,288
General services	12,413	11,339	-	-	12,413	11,339
Community development	5,278	4,913	-	-	5,278	4,913
Leisure and information services	5,171	4,831	-	-	5,171	4,831
Human services	728	808	-	-	728	808
Interest on long-term debt	1,830	1,773	-	-	1,830	1,773
Water operations	-	-	5,553	5,000	5,553	5,000
Sewer operations	-	-	6,378	6,493	6,378	6,493
Solid Waste operations	-	-	3,921	3,792	3,921	3,792
Other operations	-	-	1,542	1,569	1,542	1,569
Total expenses	64,187	58,050	17,394	16,854	81,581	74,904
Change in net position before transfers and contributions	4,664	12,378	1,786	933	6,450	13,311
Transfers in (out)	1,180	953	(1,180)	(953)	-	-
Permanent fund contributions	282	406	-	-	282	406
Change in net position	6,126	13,737	606	(20)	6,732	13,717
Net position - beginning of year, as restated	51,397	65,320	104,679	107,586	156,076	172,906
Net position - end of year	\$ 57,523	\$ 79,057	\$ 105,285	\$ 107,566	\$ 162,808	\$ 186,623

Fiscal year 2016 amounts were not restated as the City has elected to apply GASB 75 prospectively.



**Governmental activities.** Governmental activities for the year resulted in a change in net position of \$6,126,025. Key elements of this change are as follows:

Capital grants and contributions	\$ 5,874,228
General fund operations	1,534,431
General fund transfer for capital assets	2,670,786
Change in net OPEB obligation	(3,855,953)
Change in OPEB related deferred inflows and outflows	2,863,646
Change in net pension liability	(18,398,391)
Change in pension related deferred inflows and outflows	15,540,777
Other	(103,499)
Total	<u>\$ 6,126,025</u>

**Business-type activities.** Business-type activities for the year resulted in a change in net position of \$606,226. This change primarily results from Solid Waste revenues exceeding projections due to unanticipated revenues related to the disbursement of surplus funds from the Concord Regional Solid Waste Resource Recovery Cooperative. The following is a summary of the changes in net position by fund:

Water fund	\$ (248,729)
Sewer fund	151,834
Solid Waste fund	708,782
Nonmajor funds	(5,661)
Total	<u>\$ 606,226</u>

#### **D. FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS**

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The focus of governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$45,557,174, a change of \$3,698,436 in comparison with the prior year.

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was \$11,015,079, while total fund balance was \$17,474,214. As a measure of the general fund's liquidity, it may be

useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Refer to the table below.

<u>General Fund</u>	<u>6/30/17</u>	<u>6/30/16</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 11,015,079	\$ 10,735,579	\$ 279,500	19.6%
Total fund balance <sup>(1)</sup>	\$ 17,474,214	\$ 15,939,783	\$ 1,534,431	31.1%

<sup>(1)</sup> Includes capital reserve funds.

The unassigned amount exceeded the City Council Fund Balance Policy minimum requirement of 18.5%.

The total General Fund balance increased by \$1,534,431 during the fiscal year. The following table highlights the change in our General Fund balance accounts (in thousands):

	<u>Unassigned</u>	<u>Assigned</u>	<u>Committed</u>	<u>Non- spendable</u>	<u>Total</u>
Beginning of year	\$ 10,736	\$ 930	\$ 4,106	\$ 168	\$ 15,940
Liquidation	930	(930)	-	-	-
Revenues and transfers under budget	(21)	-	-	-	(21)
Expenditures and transfers under budget	1,320	-	-	-	1,320
Transfers	(975)	975	-	-	-
Reserve fund changes	(1,165)	-	1,165	-	-
Other	190	-	-	45	235
End of Year	<u>\$ 11,015</u>	<u>\$ 975</u>	<u>\$ 5,271</u>	<u>\$ 213</u>	<u>\$ 17,474</u>

Included in the total general fund committed fund balance is the City's capital reserve accounts and other City Council approved reserves with the following balances:

	<u>6/30/17</u>	<u>6/30/16</u>	<u>Change</u>
Insured retention	\$ 638,006	\$ 635,950	\$ 2,056
Highways	2,126,463	1,171,712	954,751
Economic development	546,823	363,067	183,756
Equipment	163,467	211,622	(48,155)
OPEB	885,672	815,338	70,334
Community improvement	170,783	-	170,783
Recreation reserve	656,083	650,000	6,083
Other	84,024	258,488	(174,464)
Total	<u>\$ 5,271,321</u>	<u>\$ 4,106,177</u>	<u>\$ 1,165,144</u>

**Proprietary funds.** Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the proprietary funds at the end of the year amounted to \$2,833,315, a change of \$(639,504) in comparison to the prior year. The majority of

this decrease results from the implementation of GASB 75 and the recognition of the net OPEB liability.

Other factors concerning the finances of proprietary funds have already been addressed in the entity-wide discussion of business-type activities.

#### **E. GENERAL FUND BUDGETARY HIGHLIGHTS**

Differences between the original budget and the final amended budget resulted in an overall change in appropriations of \$1,986,963. The majority of this increase results from two supplemental resolutions. In December 2016, the City amended the budget by increasing transfers out to the capital reserve trust funds by \$930,000, funded by the budgetary use of fund balance. In September 2017, retroactive to June, the City amended the budget again by increasing transfers out to capital reserve trust funds by \$852,592 funded by additional State highway transportation funds. Other City Council resolutions included minor supplemental appropriations as well as the transfer of funds between departmental line items.

Property tax revenues were less than anticipated as a result of accruing refunds due to real estate tax payors for appeals awarded shortly after our year-end, softened by strong motor vehicle registration revenues. The favorable variance in our Miscellaneous Revenues results from the City's conservative estimate in interest, cost and penalties. A large portion of the unspent appropriation represents contingency funds, which are reported in the general overhead budget.

#### **F. CAPITAL ASSET AND DEBT ADMINISTRATION**

**Capital assets.** Total investment in capital assets for governmental and business-type activities at year-end amounted to \$288,297,763 (net of accumulated depreciation), a change of \$12,287,836 from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges.

Major capital asset events during the current fiscal year included construction costs for Sewall Falls Bridge Replacement and Downtown Complete Streets project, as well as other on-going infrastructure improvements.

**Change in credit rating.** The City is currently assigned an "Aa1" rating from Moody's for general obligation debt and an "AA+" rating for Standard and Poor's for general obligation debt.

**Long-term debt.** At the end of the current fiscal year, total bonded debt outstanding, including unamortized bond premiums, was \$89,693,668, all of which was backed by the full faith and credit of the government.

Additional information on capital assets and long-term debt can be found in Notes 9 and 13, respectively, of this report.



## G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

Comments regarding local economic conditions can be found in the Transmittal letter section on the Local Economy.

Following is a comparison of the fiscal 2017 adopted to the fiscal 2018 adopted City General Fund budget and tax rate:

<u>Use of Funds</u>	2017 COUNCIL ADOPTED	2018 COUNCIL ADOPTED
Budget Appropriations	\$ 59,478,112	\$ 61,809,837
War Credits	261,225	267,800
Overlay	300,000	300,000
Total Uses of Funds	<u>\$ 60,039,337</u>	<u>\$ 62,377,637</u>
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 21,985,074	\$ 22,780,391
Amount to be raised by property taxes	38,054,263	39,597,246
Total Sources of Funds	<u>\$ 60,039,337</u>	<u>\$ 62,377,637</u>

	2017 COUNCIL ADOPTED	2018 COUNCIL ADOPTED
<u>TAX RATE DETERMINATION</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 3,867,334	\$ 3,955,771
Amount to be Raised	\$ 38,054,263	\$ 39,597,246
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 9.84	\$ 10.01 **
Prior Year Tax Rate/\$ 1,000 A.V.	<u>9.60</u>	<u>9.68 *</u>
Increase over Prior Year	\$ 0.24	\$ 0.33
% Change	2.50%	3.41%

\* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$3,930,770,801 for municipal purposes and a tax rate of \$9.68 per \$1,000 of assessed value.

** Portion of Recommended Tax Rate Allocated to Debt Service	1.57
Portion of Prior Year Tax Rate Allocated to Debt Service	<u>1.37</u>
Increase over Prior Year	0.20
% Change	14.6%
** Portion of Recommended Tax Rate Allocated to All Other Costs	8.44
Portion of Prior Year Tax Rate Allocated to All Other Costs	<u>8.31</u>
Increase over Prior Year	0.13
% Change	1.56%

## **REQUESTS FOR INFORMATION**

This financial report is designed to provide a general overview of the City of Concord's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Office of the Deputy City Manager - Finance  
City of Concord, New Hampshire  
41 Green Street  
Concord, New Hampshire 03301

## CITY OF CONCORD, NEW HAMPSHIRE

## STATEMENT OF NET POSITION

JUNE 30, 2017

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
<b>ASSETS</b>			
Current:			
Cash and short-term equivalents	\$ 54,445,709	\$ 18,249,628	\$ 72,695,337
Investments	24,734,119	-	24,734,119
Receivables, net of allowance for uncollectibles:			
Property taxes	31,128,943	-	31,128,943
Accounts	543,821	-	543,821
User fees	-	1,580,069	1,580,069
Intergovernmental	4,612	812,718	817,330
Loans	493,362	-	493,362
Other	-	128,293	128,293
Other assets	212,814	208,215	421,029
Total current assets	111,563,380	20,978,923	132,542,303
Noncurrent:			
Receivables:			
Intergovernmental	-	1,389,048	1,389,048
Capital assets:			
Land and construction in progress	56,261,283	11,292,639	67,553,922
Other capital assets, net of accumulated depreciation	103,689,350	117,054,491	220,743,841
Total non-current assets	159,950,633	129,736,178	289,686,811
<b>DEFERRED OUTFLOWS OF RESOURCES:</b>			
Related to refunding	126,480	220,924	347,404
Related to pensions	18,356,588	1,083,581	19,440,169
Related to other post employment benefits	4,959,093	527,737	5,486,830
Total deferred outflows of resources	23,442,161	1,832,242	25,274,403
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	<b>294,956,174</b>	<b>152,547,343</b>	<b>447,503,517</b>
<b>LIABILITIES</b>			
Current:			
Accounts payable	1,486,796	1,041,591	2,528,387
Retainage payable	419,022	302,311	721,333
Accrued liabilities	2,073,924	445,844	2,519,768
Unearned revenues	-	182,804	182,804
Due to other governments	71,223	-	71,223
Notes payable	3,700,000	-	3,700,000
Other current liabilities	550,103	217,955	768,058
Current portion of long-term liabilities:			
Bonds and loans payable	5,430,789	3,697,973	9,128,762
Other liabilities	231,945	233,134	465,079
Total current liabilities	15,926,108	6,121,612	22,047,720
Noncurrent:			
Bonds and loans payable, net of current portion	48,418,614	32,146,292	80,564,906
Net pension liability	68,324,099	4,033,194	72,357,293
Net OPEB liability	43,764,001	4,657,276	48,421,277
Other liabilities, net of current portion	925,209	-	925,209
Total non-current liabilities	161,431,923	40,836,762	202,268,685
<b>DEFERRED INFLOWS OF RESOURCES:</b>			
Related to pensions	1,368,738	80,797	1,449,535
Related to other post employment benefits	2,095,448	222,994	2,318,442
Other	56,610,945	-	56,610,945
Total deferred inflows of resources	60,075,131	303,791	60,378,922
<b>TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES</b>	<b>237,433,162</b>	<b>47,262,165</b>	<b>284,695,327</b>
<b>NET POSITION</b>			
Net investment in capital assets	110,349,574	100,851,659	211,201,233
Restricted for:			
Grants and other statutory restrictions	1,520,424	-	1,520,424
Enabling legislation	2,877,506	-	2,877,506
Permanent funds:			
Nonexpendable	13,928,951	-	13,928,951
Debt service	-	1,600,204	1,600,204
Unrestricted	(71,153,443)	2,833,315	(68,320,128)
<b>TOTAL NET POSITION</b>	<b>\$ 57,523,012</b>	<b>\$ 105,285,178</b>	<b>\$ 162,808,190</b>

The accompanying notes are an integral part of these financial statements.



CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2017

			Program Revenues	
			Operating	Capital
	<u>Expenses</u>	<u>Charges for</u>	<u>Grants and</u>	<u>Grants and</u>
		<u>Services</u>	<u>Contributions</u>	<u>Contributions</u>
<b>GOVERNMENTAL ACTIVITIES:</b>				
General government	\$ 8,867,491	\$ 1,928,281	\$ 4,024,373	\$ 5,439,114
Public safety	29,899,639	4,452,739	154,557	250,326
General services	12,413,383	112,071	-	-
Community development	5,277,646	2,258,451	-	184,788
Leisure and information services	5,170,725	584,711	-	-
Human services	728,232	-	10,667	-
Interest on long-term debt	1,829,979	-	-	-
Total Governmental Activities	64,187,095	9,336,253	4,189,597	5,874,228
<b>BUSINESS-TYPE ACTIVITIES:</b>				
Water	5,552,509	6,125,545	41,116	-
Sewer	6,377,685	7,230,401	233,045	61,574
Solid Waste	3,921,238	3,026,768	601,832	-
Golf	1,010,430	981,968	-	-
Arena	531,525	590,597	-	-
Total Business-Type Activities	17,393,387	17,955,279	875,993	61,574
Total	\$ 81,580,482	\$ 27,291,532	\$ 5,065,590	\$ 5,935,802

General Revenues:

Property Taxes

Penalties, interest and other taxes

Grants and contributions not restricted  
to specific programs

Investment income

Miscellaneous

Transfers, net

Permanent fund contributions

Total general revenues, transfers,  
and contributions

Change in Net Position

**NET POSITION:**

Beginning of year, as restated

End of year

The accompanying notes are an integral part of these financial statements.

Net (Expenses) Revenues and Changes in Net Position

Governmental Activities	Business- Type Activities	Total
\$ 2,524,277	\$ -	\$ 2,524,277
(25,042,017)	-	(25,042,017)
(12,301,312)	-	(12,301,312)
(2,834,407)	-	(2,834,407)
(4,586,014)	-	(4,586,014)
(717,565)	-	(717,565)
<u>(1,829,979)</u>	<u>-</u>	<u>(1,829,979)</u>
(44,787,017)	-	(44,787,017)
-	614,152	614,152
-	1,147,335	1,147,335
-	(292,638)	(292,638)
-	(28,462)	(28,462)
<u>-</u>	<u>59,072</u>	<u>59,072</u>
-	1,499,459	1,499,459
<u>(44,787,017)</u>	<u>1,499,459</u>	<u>(43,287,558)</u>
46,001,631	-	46,001,631
975,690	-	975,690
450	-	450
1,734,204	79,733	1,813,937
739,075	207,295	946,370
1,180,261	(1,180,261)	-
<u>281,731</u>	<u>-</u>	<u>281,731</u>
<u>50,913,042</u>	<u>(893,233)</u>	<u>50,019,809</u>
6,126,025	606,226	6,732,251
<u>51,396,987</u>	<u>104,678,952</u>	<u>156,075,939</u>
<u>\$ 57,523,012</u>	<u>\$ 105,285,178</u>	<u>\$ 162,808,190</u>

## CITY OF CONCORD, NEW HAMPSHIRE

## GOVERNMENTAL FUNDS

## BALANCE SHEET

JUNE 30, 2017

	<u>General</u>	<u>Major Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>ASSETS</b>				
Cash and short-term equivalents	\$ 37,803,112	\$ 11,607,136	\$ 5,035,460	\$ 54,445,708
Investments	7,914,241	-	16,819,877	24,734,118
Receivables:				
Property taxes	31,128,943	-	-	31,128,943
Accounts	138,893	180,960	223,968	543,821
Intergovernmental	4,612	-	-	4,612
Loans	-	-	493,362	493,362
Due from other funds	134,987	-	-	134,987
Inventory	202,390	-	-	202,390
Prepays	10,424	-	-	10,424
<b>TOTAL ASSETS</b>	<b>\$ 77,337,602</b>	<b>\$ 11,788,096</b>	<b>\$ 22,572,667</b>	<b>\$ 111,698,365</b>
<b>LIABILITIES</b>				
Accounts payable	\$ 474,698	\$ 950,761	\$ 61,336	\$ 1,486,795
Retainage payable	-	274,988	144,035	419,023
Accrued liabilities	1,341,968	-	227,667	1,569,635
Notes payable	-	1,710,000	1,990,000	3,700,000
Other liabilities	281,340	54,228	211,834	547,402
Due to other funds	-	-	134,987	134,987
Due to other governments	71,223	-	-	71,223
<b>TOTAL LIABILITIES</b>	<b>2,169,229</b>	<b>2,989,977</b>	<b>2,769,859</b>	<b>7,929,065</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>				
Taxes collected in advance	24,765,103	-	-	24,765,103
Unavailable revenues	32,929,056	16,800	501,167	33,447,023
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<b>57,694,159</b>	<b>16,800</b>	<b>501,167</b>	<b>58,212,126</b>
<b>FUND BALANCES</b>				
Nonspendable	212,814	-	12,586,124	12,798,938
Restricted	-	7,940,631	5,653,911	13,594,542
Committed	5,271,321	1,050,190	3,032,995	9,354,506
Assigned	975,000	-	-	975,000
Unassigned	11,015,079	(209,502)	(1,971,389)	8,834,188
<b>TOTAL FUND BALANCES</b>	<b>17,474,214</b>	<b>8,781,319</b>	<b>19,301,641</b>	<b>45,557,174</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>	<b>\$ 77,337,602</b>	<b>\$ 11,788,096</b>	<b>\$ 22,572,667</b>	<b>\$ 111,698,365</b>

The accompanying notes are an integral part of these financial statements.



CITY OF CONCORD, NEW HAMPSHIRE  
RECONCILIATION OF TOTAL GOVERNMENTAL FUND  
BALANCES TO NET POSITION OF GOVERNMENTAL  
ACTIVITIES IN THE STATEMENT OF NET POSITION

JUNE 30, 2017

<b>Total governmental fund balances</b>	<b>\$ 45,557,174</b>
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	159,950,633
• Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the funds.	1,813,015
• Deferred outflows of resources related to pensions resulting from contributions subsequent to the measurement date will be recognized as an increase in pension expense in the year ended June 30, 2017.	18,356,588
• Deferred outflows of resources related to OPEB resulting from differences between expected and actual experience will be recognized as an increase in OPEB expense in the years ending June 30, 2018 through June 30, 2027.	4,959,093
• Deferred outflows of resources related to deferred amount on advance refunding will be recognized in the years ending ending June 30, 2018 through June 30, 2029.	126,480
• Deferred inflows of resources related to pensions resulting from projected vs. actual earnings, changes in experiences and changes in proportion will be recognized as a reduction of pension expense in the years ending June 30, 2017 through June 30, 2021.	(1,368,738)
• Deferred inflows of resources related to OPEB resulting from changes in assumption will be recognized as a reduction of OPEB expense in the years ending June 30, 2018 through June 30, 2027.	(2,095,448)
• In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(718,822)
• Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds payable	(53,849,403)
Net pension liability	(68,324,099)
Net OPEB liability	(43,764,001)
Other (compensated absences, landfill closure liability, etc.)	<u>(3,119,460)</u>
<b>Net position of governmental activities</b>	<b>\$ <u>57,523,012</u></b>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE  
GOVERNMENTAL FUNDS  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES  
FOR THE YEAR ENDED JUNE 30, 2017

	<u>General</u>	<u>Major Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>REVENUES:</b>				
Taxes	\$ 44,350,238	\$ -	\$ 1,434,091	\$ 45,784,329
Licenses and permits	1,046,457	-	-	1,046,457
Intergovernmental	4,732,945	4,421,384	640,022	9,794,351
Charges for services	5,893,114	-	2,291,719	8,184,833
Investment income	290,431	-	1,443,776	1,734,207
Contributions	-	119,702	415,155	534,857
Miscellaneous	<u>1,185,968</u>	<u>-</u>	<u>521,672</u>	<u>1,707,640</u>
Total Revenues	57,499,153	4,541,086	6,746,435	68,786,674
<b>EXPENDITURES:</b>				
Current:				
General government	7,767,975	182,409	494,098	8,444,482
Public safety	25,841,125	-	825,682	26,666,807
General services	8,638,226	-	447,596	9,085,822
Community development	3,097,933	-	444,558	3,542,491
Leisure and information services	4,646,765	-	-	4,646,765
Human services	715,765	-	-	715,765
Debt service				
Principal	3,990,732	-	801,475	4,792,207
Interest	1,537,809	-	342,864	1,880,673
Capital outlay	<u>21,850</u>	<u>13,659,406</u>	<u>1,958,596</u>	<u>15,639,852</u>
Total Expenditures	<u>56,258,180</u>	<u>13,841,815</u>	<u>5,314,869</u>	<u>75,414,864</u>
Excess (deficiency) of revenues over expenditures	1,240,973	(9,300,729)	1,431,566	(6,628,190)
<b>OTHER FINANCING SOURCES (USES):</b>				
Issuance of bonds	-	8,111,234	202,366	8,313,600
Bond premium	-	795,823	14,909	810,732
Issuance of refunding bonds	1,345,000	-	-	1,345,000
Issuance of capital lease	188,513	-	-	188,513
Payment to refunded bond escrow agent	(1,511,480)	-	-	(1,511,480)
Transfers in	1,371,978	2,670,786	597,959	4,640,723
Transfers out	<u>(1,100,553)</u>	<u>(236,014)</u>	<u>(2,123,895)</u>	<u>(3,460,462)</u>
Total Other Financing Sources (Uses)	<u>293,458</u>	<u>11,341,829</u>	<u>(1,308,661)</u>	<u>10,326,626</u>
Net change in fund balance	1,534,431	2,041,100	122,905	3,698,436
Fund Balance, at Beginning of Year	<u>15,939,783</u>	<u>6,740,219</u>	<u>19,178,736</u>	<u>41,858,738</u>
Fund Balance, at End of Year	<u>\$ 17,474,214</u>	<u>\$ 8,781,319</u>	<u>\$ 19,301,641</u>	<u>\$ 45,557,174</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE  
RECONCILIATION OF THE STATEMENT OF REVENUES,  
EXPENDITURES, AND CHANGES IN FUND BALANCES OF  
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2017

<b>Net Changes in Fund Balances - Total Governmental Funds</b>	<b>\$ 3,698,436</b>																														
<ul style="list-style-type: none"> <li>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense: <table> <tr> <td>Capital outlay</td><td style="text-align: right;">15,614,073</td></tr> <tr> <td>Loss on disposal of assets</td><td style="text-align: right;">(2,534)</td></tr> <tr> <td>Depreciation</td><td style="text-align: right;">(5,013,758)</td></tr> </table> </li> <li>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures, and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue. <div style="text-align: right;">339,065</div> </li> <li>The issuance of long-term debt (i.e., bonds) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position: <table> <tr> <td>Repayments of debt</td><td style="text-align: right;">4,792,207</td></tr> <tr> <td>Issuance of debt</td><td style="text-align: right;">(8,313,600)</td></tr> <tr> <td>Bond premiums</td><td style="text-align: right;">(1,003,786)</td></tr> <tr> <td>Amortization of bond premiums</td><td style="text-align: right;">11,663</td></tr> <tr> <td>Net effect of refunding</td><td style="text-align: right;">40,000</td></tr> <tr> <td>Deferred amount on refunding</td><td style="text-align: right;">126,480</td></tr> </table> </li> <li>In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. <div style="text-align: right;">50,694</div> </li> <li>Pension and OPEB related inflows and outflows are not reported as expenditures in the governmental funds, but are recorded as expenses in the statement of activities. <table> <tr> <td>Net pension liability</td><td style="text-align: right;">(18,398,391)</td></tr> <tr> <td>Pension related deferred inflows and outflows of resources</td><td style="text-align: right;">15,540,777</td></tr> <tr> <td>Other post employment benefits</td><td style="text-align: right;">(3,855,953)</td></tr> <tr> <td>OPEB related deferred inflows and outflows of resources</td><td style="text-align: right;">2,863,646</td></tr> </table> </li> <li>Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds. <table> <tr> <td>Compensated absences</td><td style="text-align: right;">(65,594)</td></tr> <tr> <td>Landfill liability</td><td style="text-align: right;">(297,400)</td></tr> </table> </li> </ul>	Capital outlay	15,614,073	Loss on disposal of assets	(2,534)	Depreciation	(5,013,758)	Repayments of debt	4,792,207	Issuance of debt	(8,313,600)	Bond premiums	(1,003,786)	Amortization of bond premiums	11,663	Net effect of refunding	40,000	Deferred amount on refunding	126,480	Net pension liability	(18,398,391)	Pension related deferred inflows and outflows of resources	15,540,777	Other post employment benefits	(3,855,953)	OPEB related deferred inflows and outflows of resources	2,863,646	Compensated absences	(65,594)	Landfill liability	(297,400)	
Capital outlay	15,614,073																														
Loss on disposal of assets	(2,534)																														
Depreciation	(5,013,758)																														
Repayments of debt	4,792,207																														
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OPEB related deferred inflows and outflows of resources	2,863,646																														
Compensated absences	(65,594)																														
Landfill liability	(297,400)																														
<b>Change in Net Position of Governmental Activities</b>	<b>\$ 6,126,025</b>																														

The accompanying notes are an integral part of these financial statements.



## CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -  
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2017

	<u>Budgeted Amounts</u>			Variance with Final Budget
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	<u>Positive (Negative)</u>
<b>Revenues:</b>				
Property Taxes	\$ 46,673,124	\$ 46,653,307	\$ 46,437,038	\$ (216,269)
Licenses and permits	1,259,712	1,259,712	1,049,956	(209,756)
Intergovernmental	2,509,604	2,529,421	2,521,922	(7,499)
Charges for services	4,557,331	5,482,001	5,593,776	111,775
Investment income	111,200	111,200	196,731	85,531
Miscellaneous	<u>1,112,651</u>	<u>1,144,944</u>	<u>1,500,868</u>	<u>355,925</u>
Total Revenues	56,223,622	57,180,585	57,300,291	119,707
<b>Expenditures:</b>				
General government	8,221,481	8,313,667	7,535,808	777,859
Public safety	25,299,692	25,359,584	24,981,860	377,724
General services	8,982,465	8,986,338	9,114,863	(128,526)
Community development	3,085,762	3,105,762	2,961,194	144,568
Leisure and information services	4,494,773	4,494,773	4,396,790	97,983
Human services	862,833	862,833	697,589	165,244
Employee benefits	2,028,370	2,028,370	2,031,664	(3,294)
Debt service	<u>5,396,754</u>	<u>5,396,754</u>	<u>5,506,508</u>	<u>(109,754)</u>
Total Expenditures	<u>58,372,130</u>	<u>58,548,081</u>	<u>57,226,276</u>	<u>1,321,805</u>
Excess (deficiency) of revenue over expenditures	(2,148,508)	(1,367,496)	74,015	1,441,511
<b>Other Financing Sources (Uses):</b>				
Transfers in	3,254,490	3,354,490	3,214,057	(140,433)
Transfers out	(1,105,982)	(2,916,994)	(2,918,783)	(1,789)
Budgetary use of fund balance	<u>-</u>	<u>930,000</u>	<u>-</u>	<u>(930,000)</u>
Total Other Financing Sources (Uses)	<u>2,148,508</u>	<u>1,367,496</u>	<u>295,274</u>	<u>(1,072,222)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 369,289</u>	<u>\$ 369,289</u>

The accompanying notes are an integral part of these financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF NET POSITION

JUNE 30, 2017

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<b>ASSETS</b>					
Current:					
Cash and short-term equivalents	\$ 7,536,702	\$ 9,366,043	\$ 930,258	\$ 416,625	\$ 18,249,628
Receivables:					
User fees	527,146	565,582	487,341	-	1,580,069
Intergovernmental	-	211,156	601,562	-	812,718
Other	-	124,199	-	4,094	128,293
Prepaid assets	2,350	2,350	-	-	4,700
Inventory	8,788	-	127,362	67,365	203,515
Total current assets	8,074,986	10,269,330	2,146,523	488,084	20,978,923
Noncurrent:					
Intergovernmental	-	1,389,048	-	-	1,389,048
Capital assets:					
Land and construction in progress	4,162,808	6,798,340	194,400	137,091	11,292,639
Other capital assets, net of accumulated depreciation	60,870,810	54,349,739	255,098	1,578,844	117,054,491
Total noncurrent assets	65,033,618	62,537,127	449,498	1,715,935	129,736,178
<b>DEFERRED OUTFLOWS OF RESOURCES</b>					
Related to refunding	140,114	80,810	-	-	220,924
Related to pensions	518,278	565,303	-	-	1,083,581
Related to other post employment benefits	250,658	277,079	-	-	527,737
Total deferred outflows of resources	909,050	923,192	-	-	1,832,242
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>					
	74,017,654	73,729,649	2,596,021	2,204,019	152,547,343
<b>LIABILITIES</b>					
Current:					
Accounts payable	163,868	142,607	699,673	35,443	1,041,591
Retainage payable	165,526	136,785	-	-	302,311
Accrued liabilities	216,547	220,704	-	8,593	445,844
Unearned revenues	-	-	126,250	56,554	182,804
Other current liabilities	82,759	36,793	97,903	500	217,955
Current portion of long-term liabilities:					
Bonds and loans payable	1,446,378	2,124,295	22,000	105,300	3,697,973
Other liabilities	86,197	91,712	12,964	42,261	233,134
Total current liabilities	2,161,275	2,752,896	958,790	248,651	6,121,612
Noncurrent:					
Bonds and loans payable, net of current portion	14,497,025	16,649,417	217,150	782,700	32,146,292
Net pension liability	1,929,045	2,104,149	-	-	4,033,194
Net OPEB liability	2,212,053	2,445,223	-	-	4,657,276
Total noncurrent liabilities	18,638,123	21,198,789	217,150	782,700	40,836,762
<b>DEFERRED INFLOWS OF RESOURCES</b>					
Related to pensions	38,645	42,152	-	-	80,797
Related to other post employment benefits	105,915	117,079	-	-	222,994
Total deferred inflows of resources	144,560	159,231	-	-	303,791
<b>TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES</b>					
	20,943,958	24,110,916	1,175,940	1,031,351	47,262,165
<b>NET POSITION</b>					
Net investment in capital assets	52,741,655	46,965,590	210,348	934,066	100,851,659
Restricted for debt service	-	1,600,204	-	-	1,600,204
Unrestricted	332,041	1,052,939	1,209,733	238,602	2,833,315
<b>TOTAL NET POSITION</b>	<b>\$ 53,073,696</b>	<b>\$ 49,618,733</b>	<b>\$ 1,420,081</b>	<b>\$ 1,172,668</b>	<b>\$ 105,285,178</b>

The accompanying notes are an integral part of these financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2017

	Business-Type Activities Enterprise Funds				Total
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	
<b>OPERATING REVENUES:</b>					
Charges for services	\$ 6,125,545	\$ 7,230,401	\$ 3,026,768	\$ 1,572,565	\$ 17,955,279
Other	<u>153,264</u>	<u>33,396</u>	<u>-</u>	<u>20,635</u>	<u>207,295</u>
Total Operating Revenues	6,278,809	7,263,797	3,026,768	1,593,200	18,162,574
<b>OPERATING EXPENSES:</b>					
Salaries and benefits	2,155,855	2,127,687	303,659	837,965	5,425,166
Other operating expenses	883,662	1,457,117	3,580,628	531,307	6,452,714
Depreciation	<u>2,026,425</u>	<u>2,349,766</u>	<u>33,532</u>	<u>159,450</u>	<u>4,569,173</u>
Total Operating Expenses	<u>5,065,942</u>	<u>5,934,570</u>	<u>3,917,819</u>	<u>1,528,722</u>	<u>16,447,053</u>
Operating Income (Loss)	1,212,867	1,329,227	(891,051)	64,478	1,715,521
<b>NONOPERATING REVENUES (EXPENSES):</b>					
Investment income	34,282	43,977	-	1,474	79,733
Intergovernmental	41,116	233,045	601,832	-	875,993
Interest expense	<u>(486,567)</u>	<u>(443,115)</u>	<u>(3,419)</u>	<u>(13,233)</u>	<u>(946,334)</u>
Total Nonoperating Revenues (Expenses), Net	<u>(411,169)</u>	<u>(166,093)</u>	<u>598,413</u>	<u>(11,759)</u>	<u>9,392</u>
Income (Loss) Before Contributions and Transfers	801,698	1,163,134	(292,638)	52,719	1,724,913
Capital contributions	-	61,574	-	-	61,574
Transfers in	138,897	171,180	1,005,020	19,760	1,334,857
Transfers out	<u>(1,189,324)</u>	<u>(1,244,054)</u>	<u>(3,600)</u>	<u>(78,140)</u>	<u>(2,515,118)</u>
Change in Net Position	(248,729)	151,834	708,782	(5,661)	606,226
Net Position at Beginning of Year, as restated	<u>53,322,425</u>	<u>49,466,899</u>	<u>711,299</u>	<u>1,178,329</u>	<u>104,678,952</u>
Net Position at End of Year	<u>\$ 53,073,696</u>	<u>\$ 49,618,733</u>	<u>\$ 1,420,081</u>	<u>\$ 1,172,668</u>	<u>\$ 105,285,178</u>

The accompanying notes are an integral part of these financial statements.



## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2017

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>					
Receipts from customers and users	\$ 6,325,947	\$ 7,347,163	\$ 2,360,194	\$ 1,594,618	\$ 17,627,922
Payments to employees for services	(2,111,796)	(2,211,033)	(300,247)	(830,438)	(5,453,514)
Payments to vendor for goods and services	(677,182)	(1,445,151)	(3,370,571)	(529,612)	(6,022,516)
Net Cash Provided By (Used For) Operating Activities	3,536,969	3,690,979	(1,310,624)	234,568	6,151,892
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>					
Intergovernmental revenues	41,116	458,674	601,832	-	1,101,622
Transfers in	138,897	171,180	1,005,020	19,760	1,334,857
Transfers out	(1,189,325)	(1,244,055)	(3,600)	(78,140)	(2,515,120)
Net Cash Provided by (Used For) Noncapital Financing Activities	(1,009,312)	(614,201)	1,603,252	(58,380)	(78,641)
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>					
Proceeds from issuance of bonds and notes	3,613,050	4,057,950	-	190,400	7,861,400
Principal payments on bonds and notes	(2,763,761)	(2,694,932)	(22,000)	(120,037)	(5,600,730)
Bond premium	358,614	428,518	-	-	787,132
Amortization of bond premium	(7,363)	(6,296)	-	-	(13,659)
Acquisition and construction of capital assets, net disposals	(2,401,651)	(3,765,558)	131	(92,152)	(6,259,230)
Capital contributions	-	61,574	-	-	61,574
Interest expense	(469,995)	(436,224)	(3,418)	(20,617)	(930,254)
Net Cash (Used For) Capital and Related Financing Activities	(1,671,106)	(2,354,968)	(25,287)	(42,406)	(4,093,767)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Investment income	34,284	43,980	-	1,477	79,741
Net Cash Provided by Investing Activities	34,284	43,980	-	1,477	79,741
Net Change in Cash and Short-Term Equivalents	890,835	765,790	267,341	135,259	2,059,225
Cash and Short-Term Equivalents, Beginning of Year	6,645,867	8,600,253	662,917	281,366	16,190,403
Cash and Short-Term Equivalents, End of Year	\$ 7,536,702	\$ 9,366,043	\$ 930,258	\$ 416,625	\$ 18,249,628
<b>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED BY (USED FOR) OPERATING ACTIVITIES:</b>					
Operating income (loss)	\$ 1,212,867	\$ 1,329,227	\$ (891,051)	\$ 64,478	\$ 1,715,521
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:					
Depreciation	2,026,425	2,349,766	33,532	159,450	4,569,173
Changes in assets, deferred outflows, liabilities, and deferred inflows:					
User fees	47,138	83,366	(666,574)	4,027	(532,043)
Inventory	-	-	(11,413)	-	(11,413)
Other assets	9,582	-	1,209	11,078	21,869
Accounts payable	84,535	(81,395)	261,932	(11,102)	253,970
Retainage payable	100,230	93,660	-	-	193,890
Compensated absences	6,572	(3,137)	3,412	7,527	14,374
Net pension liability	567,676	419,654	-	-	987,330
Deferred inflows	59,505	53,988	-	-	113,493
Deferred outflows	(784,592)	(769,295)	-	-	(1,553,887)
Other liabilities	207,031	215,145	(41,671)	(890)	379,615
Net Cash Provided By (Used For) Operating Activities	\$ 3,536,969	\$ 3,690,979	\$ (1,310,624)	\$ 234,568	\$ 6,151,892

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE  
FIDUCIARY FUNDS  
STATEMENT OF FIDUCIARY NET POSITION  
JUNE 30, 2017

	Agency Fund
<b><u>ASSETS</u></b>	
Cash and short-term equivalents	\$ <u>81,477</u>
Total Assets	\$ <u><u>81,477</u></u>
<b><u>LIABILITIES</u></b>	
Other liabilities	\$ <u>81,477</u>
Total Liabilities	\$ <u><u>81,477</u></u>

The accompanying notes are an integral part of these financial statements.

**REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2017**

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	%	PRINCIPAL				INCOME				TOTAL			
					Balance Beginning Year	Additional/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year		Fees	Expended During Year	Balance End Year
9/1/2009	Account 3053001210 Fund A															
	Expendable - Cemetery															
	8 CEM-E Columbianum		Stocks & Bonds	0.55%	11,248.02			212.06	11,460.08	1,544.24	0.55%	216.35	(39.90)		1,720.69	13,180.77
	Expendable - Library															
	9 L-E Library	Moulton	Stocks & Bonds	2.88%	58,336.11			1,099.82	59,435.93	7,223.84	2.88%	1,122.09	(208.94)		8,138.99	67,574.92
	10 L-E Dane Trust		Stocks & Bonds	4.65%	94,411.15			1,778.95	96,190.10	9,807.40	4.65%	1,815.27	(334.80)		11,339.48	107,529.58
	9/24/2009	11 L-E Ann Soderstrom	Penacook Library	3.04%	102,281.52			1,828.95	104,110.47	8,407.40	3.04%	1,837.40	(389.86)		9,894.38	114,214.72
	5/13/2010	12 L-E Elizabeth Hoyt	Concord Library	3.65%	75,420.35			1,480.35	76,900.70	9,897.80	3.65%	1,437.40	(285.10)		10,740.29	86,682.52
	6/26/2013	13 L-E Eugene & Irene Pantzer Family TR	Stocks & Bonds	1.62%	21,699.33			609.89	22,309.22	1,754.91	1.62%	417.20	(78.94)		1,668.17	23,977.39
	14 L-E	Ernie & Loretta Blase	Stocks & Bonds	4.93%	32,964.11			621.48	33,585.59	17,654.97	4.93%	1,823.49	(118.93)		18,372.10	51,967.69
9/1/2009	Nelson Legacy		Stocks & Bonds	0.00%	0.00			1,885.32	119,347.40	0.00	0.00%	0.00	0.00		0.00	0.00
	62 NL Nelson legacy		Stocks & Bonds	0.00%	0.00			0.00	0.00	292.38	0.00%	0.00	(0.00)		292.38	292.38
	DEDICATED INCOME															
	64 DI William Thayer		Stocks & Bonds	38.33%	777,497.08	157,307.07	(86,300.00)	14,658.31	863,162.46	44,028.00	38.33%	14,955.06	(2,758.01)		56,225.05	919,387.51
	65 DI Henry Kimball		Stocks & Bonds	4.75%	96,284.19	7,041.79		1,815.27	105,141.25	6,515.00	4.75%	1,852.01	(341.55)		8,025.47	113,166.71
	66 DI B.A. Kimball		Stocks & Bonds	24.73%	501,645.62	84,727.68	(80,000.00)	9,457.63	515,831.13	30,058.42	24.73%	9,649.09	(1,779.48)		37,928.03	553,759.16
	67 DI Chester Larson		Stocks & Bonds	7.76%	157,514.67	15,192.00		2,989.66	175,676.32	9,542.41	7.76%	3,029.77	(558.75)		12,013.44	187,689.76
	Total Fund A			100.00%	2,028,616.28	281,730.62	(166,300.00)	38,245.91	2,162,292.81	145,602.12	100.00%	39,020.17	(7,198.09)	0.00	177,426.20	2,359,719.01
	Account 3053001201 Fund B															
	Expendable - Conservation															
1 C-E Conservation Fund	Purchase of Land	Stocks & Bonds	45.63%	826,253.69	105,165.00	(28,055.00)	68,276.31	971,640.00	120,564.98	45.63%	20,858.70	(3,905.98)		137,517.69	1,109,157.69	
2 C-E Conservation Fund	Forest Fund	Stocks & Bonds	17.71%	320,616.06			26,493.66	327,109.72	158,019.90	17.71%	8,093.92	(1,516.66)	(20,452.96)	144,145.21	471,254.93	
3 C-E Conservation Fund	Stevens Recreation	Stocks & Bonds	1.34%	24,192.25			1,999.09	26,191.34	12,825.18	1.34%	610.73	(114.37)		39,512.88	39,512.88	
4 C-E Conservation Fund	Urban Tree	Stocks & Bonds	0.97%	17,480.64			1,444.49	18,925.12	7,364.39	0.97%	441.30	(82.64)		7,723.05	26,648.18	
5 C-E OPEB Trust	Heritage	Stocks & Bonds	0.53%	9,660.40	1,789.34		798.27	12,248.02	1,699.72	0.53%	243.88	(45.67)		1,897.93	14,145.95	
9/1/2009	Total Fund B			100.00%	1,810,786.91	108,954.34	(48,055.00)	149,831.82	2,019,318.07	374,763.93	100.00%	45,713.15	(8,560.21)		391,463.91	2,410,781.98
	Account 3053001194 Fund C															
	Non-Expendable - Cemetery															
	11 C-NE Individual Care	Mhville	Stocks & Bonds	0.05%	4,046.10			616.59	4,662.69	114.32	0.05%	105.46	(18.45)		201.33	4,864.03
	12 C-NE Individual Care	Suncook	Stocks & Bonds	0.02%	2,088.85			313.75	2,399.20	65.38	0.02%	53.66	(9.39)		109.63	2,482.23
	13 C-NE Individual Care	Maple Grove	Stocks & Bonds	0.06%	5,317.65			810.39	6,128.24	214.68	0.06%	138.60	(24.25)		328.03	6,457.27
	14 C-NE Individual Care	Pine Grove	Stocks & Bonds	0.15%	12,613.11			1,322.13	14,535.24	597.06	0.15%	328.75	(57.52)		868.29	15,403.53
	15 C-NE Individual Care	Horse Hill	Stocks & Bonds	0.01%	1,000.41			152.45	1,152.86	60.01	0.01%	26.07	(4.56)		81.52	1,234.38
	16 C-NE Individual Care	Old Fort	Stocks & Bonds	0.00%	135.77			20.69	156.47	12.89	0.00%	3.54	(0.62)		15.81	172.27
	17 C-NE Individual Care	Old North	Stocks & Bonds	0.32%	27,286.58			4,568.24	31,854.82	1,380.67	0.32%	711.20	(124.43)		1,976.43	33,421.26



# REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2017

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				TOTAL				
				%	Balance Beginning Year	Addition/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%		Earned During Year	Fees	Expended During Year	Balance End Year
2009	30 C-NE Edith & Emory	Landscaping	Stocks & Bonds	0.01%	1,150.11			175.27	1,325.38	4,705.72	0.01%	29.98	(5.24)		4,730.45	6,055.83
	31 C-NE A.C. Canoli	Flowers/Care	Stocks & Bonds	0.01%	983.67			149.90	1,133.57	74.15	0.01%	25.64	(4.49)		95.30	1,228.87
	32 C-NE Mrs. H.A. Kimball	Cemetery Care	Stocks & Bonds	0.03%	2,860.29			435.88	3,296.18	3,409.03	0.03%	74.55	(13.04)		3,470.53	6,766.71
	33 C-NE Sen. Styles Bridges	Care & Preservation	Stocks & Bonds	0.03%	2,656.44			404.82	3,061.25	3,613.46	0.03%	69.24	(12.11)		3,670.59	6,731.84
	34 C-NE Judge Elwin Page	Cemetery Care	Stocks & Bonds	0.01%	946.39			128.98	975.37	673.16	0.01%	22.06	(3.86)		691.36	1,686.74
	35 C-NE Alvin P. Dunbar	Monument Care	Stocks & Bonds	0.04%	39,861.66			4,703.05	35,564.71	23,285.04	0.37%	804.38	(140.74)		23,929.14	59,493.85
	36 C-NE Caroline DeFaugi	Mausoleum	Stocks & Bonds	0.34%	28,831.32			4,393.64	33,224.96	8,901.61	0.04%	751.46	(131.48)		9,366.60	42,591.56
	37 C-NE Thompson Monument		Stocks & Bonds	0.08%	5,264.04			802.19	6,066.24	802.19	0.08%	137.20	(24.01)		716.07	6,782.31
	38 C-NE Alvin P. Dunbar	Flowers	Stocks & Bonds	0.19%	15,851.25			2,415.59	18,266.84	21,430.16	0.19%	464.22	(72.29)		21,822.09	40,088.93
	39 C-NE Minot Enclosure	Cem. Care	Stocks & Bonds	0.14%	11,850.17			1,805.86	13,656.03	6,839.72	0.14%	80.86	(54.04)		7,094.55	20,750.58
2013	40 C-NE Frank J. Sullivan	Cemetery	Stocks & Bonds	0.04%	3,139.01			478.36	3,617.37	1,881.02	0.04%	81.82	(14.31)		1,948.53	5,565.90
	Non-Expendable Library	Schools	Stocks & Bonds	0.03%	2,323.20			354.03	2,677.23	51.07	0.03%	60.55	(10.59)		0.00	2,677.23
Non-Expendable Other	38 L-NE Abigail Walker	David Oggood	Stocks & Bonds	0.01%	572.05			87.18	659.23	63.39	0.01%	14.91	(2.61)		75.69	734.92
	39 L-NE Library-Books	Stephen Abbot	Stocks & Bonds	0.03%	2,860.29			435.88	3,296.18	316.93	0.03%	74.55	(13.04)		378.44	3,674.61
	40 L-NE Library-Books	William Chase	Stocks & Bonds	0.03%	2,928.84			446.33	3,375.17	325.16	0.03%	76.34	(13.36)		388.14	3,763.31
	41 L-NE Library-Books	Cogswell Coll	Stocks & Bonds	0.08%	6,549.54			998.09	7,547.63	725.58	0.08%	170.71	(29.87)		866.42	8,414.06
	42 L-NE Library-Books	C.R. Covey	Stocks & Bonds	0.66%	56,695.71			8,670.41	65,366.12	3,785.24	0.68%	1,462.94	(259.46)		4,981.72	70,347.84
	43 L-NE Library-Books	Joe Hazeltine	Stocks & Bonds	0.11%	9,438.42			1,438.33	10,876.75	1,045.78	0.11%	246.00	(43.04)		1,246.74	12,125.49
	44 L-NE Library-Books	G.P. Lynn	Stocks & Bonds	0.03%	2,860.29			435.88	3,296.18	316.93	0.03%	74.55	(13.04)		378.44	3,674.61
	45 L-NE Library-Books	Franklin Pierce	Stocks & Bonds	0.03%	2,860.29			435.88	3,296.18	316.93	0.03%	74.55	(13.04)		378.44	3,674.61
	46 L-NE Library-Books	Thomas Valley	Stocks & Bonds	0.02%	212.33			32.36	244.69	157.71	0.02%	36.97	(6.47)		188.21	322.77
	47 L-NE Library-Books	Seth Jones	Stocks & Bonds	0.00%	2,123.33			32.36	2,155.69	244.69	0.00%	5.53	(0.97)		28.25	2,272.95
Non-Expendable Other	48 L-NE Samuel Eastman	Books	Stocks & Bonds	0.05%	4,342.77			661.80	5,004.57	481.20	0.05%	113.19	(19.80)		574.58	5,579.15
	49 L-NE Seth K. Jones	Cem. Books, Lib	Stocks & Bonds	0.03%	2,860.29			435.88	3,296.18	316.93	0.03%	74.55	(13.04)		312.12	3,608.29
	50 L-NE Charles Parker Bancroft	Building fund	Stocks & Bonds	0.24%	20,433.34			3,113.86	23,547.20	3,498.89	0.24%	532.58	(93.18)		3,489.27	27,036.47
	51 L-NE Library-General Purpose	G. Blanchard	Stocks & Bonds	2.08%	175,359.83			26,724.71	202,084.54	20,465.52	2.09%	4,570.83	(799.72)		23,936.63	226,030.28
	52 L-NE Charles Corning	New Library Fund	Stocks & Bonds	0.64%	53,792.83			8,197.56	61,990.39	8,003.09	0.64%	1,402.06	(245.31)		9,159.84	71,150.23
	53 L-NE Library-General Purpose	S.G. Eastman	Stocks & Bonds	1.45%	125,442.26			19,116.31	144,558.57	14,223.48	1.49%	3,289.54	(572.05)		16,920.97	181,479.54
	54 L-NE Library-General Purpose	Dr. M. Alchison Estate	Stocks & Bonds	0.43%	2,578.40			392.93	2,971.32	359.85	0.03%	67.20	(11.76)		415.30	3,386.62
	55 L-NE Library-General Purpose	Books & Periodicals	Stocks & Bonds	2.93%	246,437.05			37,554.87	283,991.92	25,297.75	2.93%	6,423.16	(1,123.81)		10,597.09	294,589.01
	56 L-NE Arthur Carpenter		Stocks & Bonds	2.51%	211,101.95			32,170.11	243,272.06	29,009.02	2.51%	5,502.18	(862.68)		33,548.52	276,820.58
	57 L-NE Marie Colbert		Stocks & Bonds													
Non-Expendable Other	58 O-NE Rollins Trust	B-Cen Square	Stocks & Bonds	0.05%	4,309.62			656.75	4,966.37	4,620.78	0.05%	112.33	(19.65)		4,713.45	9,679.83
	59 O-NE Countess of Rumford	Female Charny Society	Stocks & Bonds	0.07%	5,697.19			868.20	6,565.39	(0.00)	0.07%	148.49	(25.98)		0.00	6,565.39
	60 O-NE Eastman Association	Eastman Park	Stocks & Bonds	0.02%	1,282.59			195.46	1,478.05	1,739.96	0.02%	33.43	(5.85)		1,767.54	3,245.59
CAPITAL RESERVE FUNDS	Total Fund C			100.00%	8,399,922.18	39,492.00	0.00	1,280,075.42	9,719,489.60	599,405.52	100.00%	219,987.49	(36,305.68)		615,561.16	10,335,050.76
	66 Self-Insurance 8468		Cash Equivalents	13.03%	466,731.11		(2,737.20)	0.00	463,993.91	169,218.65	13.03%	4,793.68			174,012.33	638,006.24
	69 Landfill Closure 8469		Cash Equivalents	0.00%	0.00			0.00	0.00	9,723.73	0.00%	71.21			9,794.94	9,794.94
	70 Duglin Block 8470		Cash Equivalents	0.31%	11,248.67	10,500.00	(21,748.67)	0.00	47,744.54	47,744.54	0.31%	140.61			10,833.82	10,833.82
	71 Highway 8471		Cash Equivalents	30.47%	1,090,987.54	2,422,285.12	(1,475,500.00)	0.00	2,037,772.66	80,724.69	30.47%	7,965.91			88,690.60	2,126,463.26
	72 Economic Development 8472		Cash Equivalents	9.63%	345,000.00	229,505.44	(49,000.00)	0.00	525,505.44	18,067.58	9.63%	3,250.20			21,317.78	546,823.22
	73 Revaluation		Cash Equivalents	0.00%	0.00		(0.00)	0.00	0.00	0.00	0.00%	0.00			0.00	0.00
	74 53rd Weak		Cash Equivalents	0.00%	0.00		(0.00)	0.00	0.00	0.00	0.00%	0.00			0.00	0.00
	75 Equipment 8473		Cash Equivalents	5.81%	208,148.29	80,894.00	(130,000.00)	0.00	158,843.29	3,472.80	5.81%	1,151.10			4,623.90	163,467.19
	76 Mountain Green 8474		Cash Equivalents	3.13%	112,169.97	17,124.00	(45,000.00)	0.00	84,313.97	42,032.60	3.13%	936.78			42,969.38	127,283.35
CAPITAL RESERVE FUNDS	77 Fire Apparatus Replacement 8475		Cash Equivalents	0.16%	149,669.20	1,035.59	(149,669.20)	0.00	1,035.59	11,131.53	0.16%	241.30			11,372.83	11,372.83
	78 Down Economic Dev 8476		Cash Equivalents	0.00%	0.00		(0.00)	0.00	0.00	0.00	0.00%	0.00			0.00	0.00
	79 SVMS Project 8477		Cash Equivalents	0.00%	0.00		(0.00)	0.00	0.00	0.00	0.00%	0.00			0.00	0.00
	80 Education 8478		Cash Equivalents	0.65%	23,333.52	0.00	(23,333.52)	0.00	0.00	0.00	0.65%	164.77			248.18	23,581.70
CAPITAL RESERVE FUNDS	81 Parks and Grounds 8479		Cash Equivalents	1.36%	48,536.22	0.00	(48,536.22)	0.00	0.00	0.00	1.36%	484.84			629.91	24,231.13
	82 Building Improvements 8479		Cash Equivalents	0.56%	20,000.00	0.00	(20,000.00)	0.00	0.00	0.00	0.56%	217.86			340.42	20,340.42

# REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2017

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME					TOTAL		
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees		Expended During Year	Balance End Year
	82 Water Fund Fuel Reserve 8481		Cash Equivalents	2.79%	100,000.01			0.00	100,000.01	775.11	2.79%	737.91			1,513.02	101,513.03
	84 Water Investment Fee 8482		Cash Equivalents	3.62%	129,794.64	138,897.00		0.00	268,691.64	588.41	3.62%	946.60			1,535.01	270,226.65
	85 Wastewater Investment Fee 8483		Cash Equivalents	6.29%	225,408.59	143,304.51		0.00	368,713.10	928.32	6.29%	1,639.12			2,567.44	371,280.54
	86 ERIP 8484		Cash Equivalents	0.00%	0.00	0.00		0.00	0.00	127.35	0.00%	0.94			128.29	128.29
	87 Recreation Reserve		Cash Equivalents	18.15%	650,000.00	1,500.00		0.00	651,500.00	0.00	18.15%	4,583.01			4,583.01	656,083.01
	88 Community Improvement		Cash Equivalents	0.00%	0.00	200,000.00	(30,000.00)	0.00	170,000.00	0.00	0.00%	783.43			783.43	170,783.43
	TOTAL CAPITAL RESERVE FUNDS			100.00%	3,581,048.77	3,244,846.66	(1,928,655.07)	0.00	4,897,239.36	391,632.55	100.00%	27,846.01	0.00	(38,719.13)	380,759.43	5,277,998.79
	TOTAL OF ALL FUNDS				15,620,374.13	3,673,022.62	(2,143,010.07)	1,467,953.15	18,818,339.83	1,510,404.12		331,566.82	(64,061.98)	(202,245.30)	1,565,210.70	20,383,550.53



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2017

REPORT OF THE CITY OF CONCORD FUND C - #3033001194													
HOW INVESTED				PRINCIPAL				INCOME			TOTAL		
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additional Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income	Beginning of Year Fair Market Value	End of Year Fair Market Value
CITY OF CONCORD FUND C - #3033001194													
150,000	Federal Farm Credit Bank	148,231.50				148,231.50	0.00	7,500.00	(7,500.00)	0.00	148,231.50	158,019.00	(6,600.00)
100,000	Federal Farm Credit Bank	99,781.00				99,781.00	0.00	2,030.00	(2,030.00)	0.00	99,781.00	103,651.00	(2,720.00)
100,000	Federal Farm Credit Bank	100,414.00				100,414.00	0.00	1,600.00	(1,600.00)	0.00	100,414.00	103,651.00	(3,136.00)
50,000	Federal Farm Credit Bank	50,162.00				50,162.00	0.00	1,000.00	(1,000.00)	0.00	50,162.00	51,515.00	(1,655.00)
150,000	Federal Home Loan Bank	150,219.00				150,219.00	0.00	3,000.00	(3,000.00)	0.00	150,219.00	155,178.00	(3,768.00)
100,000	Federal Home Loan Bank	100,082.00				100,082.00	0.00	1,250.00	(1,250.00)	0.00	100,082.00	100,919.00	(913.00)
150,000	Federal Home Loan Bank	150,082.00				150,082.00	0.00	2,437.50	(2,437.50)	0.00	150,082.00	153,384.50	(2,864.50)
150,000	Federal Home Loan Bank	146,980.50				146,980.50	0.00	2,062.50	(2,062.50)	0.00	146,980.50	152,261.00	(3,259.50)
100,000	Fed Home Lm Mlg Corp	100,920.00				100,920.00	0.00	2,850.00	(2,850.00)	0.00	100,920.00	103,381.00	(3,162.00)
100,000	Apple	102,275.00		3,395.20	105,718.20	102,275.00	0.00	2,850.00	(2,850.00)	0.00	102,275.00	106,615.00	(2,798.00)
100,000	Bank of America FGS Corp	99,750.00				99,750.00	0.00	2,150.00	(2,150.00)	0.00	99,750.00	101,365.00	(1,446.80)
100,000	BBK&T Corporation	100,377.00				100,377.00	0.00	2,450.00	(2,450.00)	0.00	100,377.00	101,365.00	(1,670.00)
150,000	Berkshire Hathaway	151,449.50				151,449.50	0.00	3,000.00	(3,000.00)	0.00	151,449.50	153,313.50	(2,592.00)
150,000	Berkshire Hathaway	154,495.50				154,495.50	0.00	1,300.00	(1,300.00)	0.00	154,495.50	160,657.00	(7,162.50)
250,000	Cargill Inc	101,351.00	246,705.00	(1,521.00)	100,000.00	246,705.00	0.00	1,125.00	(1,125.00)	0.00	246,705.00	100,662.00	(662.00)
100,000	Conoco-Whet Corp	99,501.00	499.00		100,000.00	99,501.00	0.00	2,397.00	(2,397.00)	0.00	99,501.00	100,587.00	(2,160.00)
100,000	Eastman Kodak Corp	99,980.00		(699.00)	100,000.00	99,980.00	0.00	1,500.00	(1,500.00)	0.00	99,980.00	100,507.00	(507.00)
100,000	GlaxoSmithKline Corp	100,699.00	102,055.00		100,000.00	102,055.00	0.00	975.00	(975.00)	0.00	102,055.00	100,306.00	(306.00)
150,000	Intel Corp	100,171.00	(171.00)		100,000.00	100,171.00	0.00	2,475.00	(2,475.00)	0.00	100,171.00	102,957.00	(1,806.00)
150,000	Intel Corp	150,282.00				150,282.00	0.00	2,375.00	(2,375.00)	0.00	150,282.00	152,577.00	(4,054.50)
100,000	Oracle Corp	100,944.00				100,944.00	0.00	875.00	(875.00)	0.00	100,944.00	102,957.00	(1,806.00)
100,000	Oracle Corp	100,944.00		(1,399.00)	50,000.00	100,944.00	0.00	2,950.00	(2,950.00)	0.00	100,944.00	104,064.00	(2,347.00)
100,000	US Bancorp	100,349.00	50,281.25			100,349.00	0.00	292.12	(292.12)	0.00	100,349.00	104,064.00	(2,347.00)
250,000	US Treas Note	248,388.67	248,388.67			248,388.67	0.00	1,435.12	(1,435.12)	0.00	248,388.67	248,388.67	0.00
250,000	US Treas Note	254,296.88	254,296.88			254,296.88	0.00	1,722.15	(1,722.15)	0.00	254,296.88	246,210.00	(8,066.88)
250,000	US Treas Note	247,822.27	247,822.27			247,822.27	0.00	1,348.42	(1,348.42)	0.00	247,822.27	247,822.27	0.00
150,000	US Treas Note	150,837.68	150,837.68			150,837.68	0.00	2,625.00	(2,625.00)	0.00	150,837.68	154,740.00	(6,966.00)
250,000	US Treas Note	254,453.13	254,453.13			254,453.13	0.00	1,426.63	(1,426.63)	0.00	254,453.13	246,572.50	(7,880.63)
250,000	US Treas Note	248,339.84	248,339.84			248,339.84	0.00	1,754.15	(1,754.15)	0.00	248,339.84	245,752.50	(2,587.34)
250,000	US Treas Note	156,750.00	156,750.00			156,750.00	0.00	3,375.00	(3,375.00)	0.00	156,750.00	160,008.00	(9,181.50)
250,000	US Treas Note	262,148.44	262,148.44			262,148.44	0.00	1,684.12	(1,684.12)	0.00	262,148.44	253,807.50	(8,340.94)
250,000	US Treas Note	99,871.10	99,871.10			99,871.10	0.00	875.00	(875.00)	0.00	99,871.10	100,539.00	(676.00)
250,000	US Treas Note	35,411.75	35,411.75			35,411.75	0.00	1,452.00	(1,452.00)	0.00	35,411.75	98,562.30	(5,461.13)
455	Accenture PLC Ireland	67,710.38	67,710.38	15,450.40	47,749.03	67,710.38	0.00	30.94	(30.94)	0.00	67,710.38	67,710.38	0.00
710	Advanix Inc	0.00	79,271.57	2,220.40	8,397.41	73,094.56	0.00	0.00	0.00	0.00	73,094.56	29,548.24	100,422.40
0	Air Products and Chemicals, Inc	0.00	271.44	21.54	292.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Align Technology Inc	26,919.52	(2,201.51)	60,998.95	85,716.86	24,953.30	0.00	2,072.11	(2,072.11)	0.00	24,953.30	72,493.00	59,944.11
405	Alphabet Inc. NPV A	55,451.79	25,983.71	38,142.02	68,640.51	56,183.57	0.00	0.00	0.00	0.00	56,183.57	72,493.00	77,989.18
30	Alphabet Inc. Com C	30,199.66	9,556.59	6,538.44	9,556.59	27,124.05	0.00	0.00	0.00	0.00	27,124.05	71,285.12	84,511.83
93	Amazon Com Inc	30,041.20	87,325.44	2,493.57	9,957.28	79,961.73	0.00	0.00	0.00	0.00	79,961.73	26,207.84	103,576.00
575	Amgen	41,111.92	41,111.92			41,111.92	0.00	2,472.50	(2,472.50)	0.00	41,111.92	87,486.25	11,546.00
800	Analog Devices, Inc	64,604.61	64,604.61	244.60	4,400.45	60,448.76	0.00	769.50	(769.50)	0.00	60,448.76	62,400.00	2,035.84
575	Apple Inc	70,307.78	8,016.53	1,764.82	8,905.45	83,167.15	0.00	864.00	(864.00)	0.00	83,167.15	69,907.20	76,468.25
1,627	AT & T Inc	52,454.63	6,797.00	72,058.27	2,125.95	88,920.43	0.00	3,978.48	(3,978.48)	0.00	88,920.43	150,283.20	16,020.81
1,565	Avaya Inc	42,014.87	42,014.87	(104.96)	2,125.95	49,827.36	0.00	1,033.60	(1,033.60)	0.00	49,827.36	56,605.10	(7,373.05)
1,485	Avaya PLC C/A	52,454.63	8,911.04	333.97	43,915.04	48,811.87	0.00	2,541.40	(2,541.40)	0.00	48,811.87	56,605.10	(7,373.05)
650	Avery Dennison Corp	35,004.00	35,004.00	8,911.04	43,915.04	49,774.47	0.00	1,150.80	(1,150.80)	0.00	49,774.47	51,203.75	9,250.88
302	Bank CR Inc	50,724.14	50,724.14	11,465.75	25,736.82	36,473.07	0.00	380.64	(380.64)	0.00	36,473.07	98,767.20	22,434.84
645	Berkshire Hathaway Inc. Del C/B New	73,004.51	22,216.81	1,510.84	7,720.93	89,011.23	0.00	0.00	0.00	0.00	89,011.23	77,462.65	17,285.12
335	Berkshire Hathaway Inc. Del C/B New	32,964.99	28,521.76	2,686.90	4,976.14	30,675.75	0.00	1,807.20	(1,807.20)	0.00	30,675.75	46,753.20	24,469.19
2,220	Boston Scientific Corp	49,001.27	49,001.27	11,944.59	28,521.76	32,424.10	0.00	0.00	0.00	0.00	32,424.10	78,406.35	11,653.81



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2017

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Stocks, Bonds, etc.)	HOW INVESTED			PRINCIPAL			INCOME			TOTAL Principal & Income	Unrealized Gain/Loss	Beginning of Year Fair Market Value	End of Year Fair Market Value
		Balance Beginning Year	Additional Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year				
1,325	Bristol-Myers Squibb Co	0.00	72,889.10		6,948.99	72,889.10	0.00	813.15	(813.15)	0.00	72,889.10	939.90	0.00	73,829.00
485	Caterpillar Inc	0.00	56,908.89	343.38		56,364.28	0.00			0.00	56,364.28	831.80	0.00	53,192.70
565	Chubb Limited	61,127.75		1,849.97	5,891.47	57,086.25	0.00	1,669.80	(1,669.80)	0.00	57,086.25	3,351.62	79,079.55	82,139.70
1,480	Church & Dwight Co. Inc	0.00	77,989.53	579.65	6,956.15	71,613.03	0.00	513.00	(513.00)	0.00	71,613.03	711.42	0.00	75,744.83
480	Cintas Corporation	42,035.32		32,819.43	54,174.27	20,680.48	0.00	691.60	(691.60)	0.00	20,680.48	20,001.12	91,751.55	92,443.10
1,905	Cisco Systems	62,570.61	1,115.98	3,009.44	17,626.34	49,059.69	0.00	2,445.50	(2,445.50)	0.00	49,059.69	7,132.26	70,003.60	70,003.60
1,840	Citigroup Inc	76,320.57	39,240.95	1,330.19	11,627.75	105,261.95	0.00	1,083.20	(1,083.20)	0.00	105,261.95	3,163.65	97,892.35	59,629.50
1,475	Clorox Co	56,760.11		1,218.13	5,626.68	52,351.96	0.00	1,648.00	(1,648.00)	0.00	52,351.96	(2,355.11)	7,770.85	123,059.20
3,385	Comcast Corp New Cl A	80,629.91	32,229.24	20,433.94	71,263.65	108,777.91	0.00	1,234.35	(1,234.35)	0.00	92,341.86	(2,962.35)	77,726.00	83,284.00
1,375	ConocoPhillips	84,903.84		4,299.59	10,854.76	108,777.91	0.00	1,601.72	(1,601.72)	0.00	108,777.91	91,591.95	91,591.95	131,744.20
785	CVS Health Corporation	70,685.00	(17,865.30)	33,167.63	75,371.66	78,343.13	0.00	1,457.46	(1,457.46)	0.00	78,343.13	81,894.00	81,894.00	60,445.00
815	Delphi Automotive Plc	53,529.25		5,868.88	11,703.74	39,235.85	0.00	659.76	(659.76)	0.00	39,235.85	96,644.70	(11,327.04)	67,090.05
410	Dominos Pizza Inc	58,429.25		332.58	1,170.20	59,258.67	0.00	486.50	(486.50)	0.00	59,258.67	2,025.84	71,434.75	86,727.30
220	Duke Energy Corp New	67,432.62		896.44	4,290.20	55,604.44	0.00	2,718.82	(2,718.82)	0.00	47,223.52	37,339.34	67,727.30	96,727.30
565	Equifax Inc	52,173.06		43,788.32	95,961.38	0.00	0.00	1,885.60	(1,885.60)	0.00	56,044.92	68,203.05	1,669.55	86,364.30
780	Facebook Inc	81,435.87		1,261.51	3,810.67	78,906.81	0.00	2,205.00	(2,205.00)	0.00	64,247.86	78,966.00	5,714.90	80,390.70
610	Fidelity Corp	51,077.90	17,366.30	10,068.98	25,530.39	34,966.08	0.00			0.00	108,963.60	(10,902.23)	91,965.40	0.00
0	Fortive Corp	60,288.85		21,009.08	27,434.38	34,966.08	0.00			0.00	78,908.81	29,579.60	91,965.40	117,764.40
480	General Dynamics	35,720.02		15,414.44	51,134.46	43,126.33	0.00	2,137.20	(2,137.20)	0.00	34,966.08	6,919.94	81,003.85	62,393.40
1,205	General Mills Inc	63,874.62		67.84	853.18	63,089.28	0.00	1,197.00	(1,197.00)	0.00	43,126.33	39,861.72	95,379.40	97,069.00
0	Gilead Sciences Inc	72,842.55		(18,271.51)	54,571.04	0.00	0.00	352.50	(352.50)	0.00	0.00	(19,400.22)	87,010.40	66,757.00
0	Hain Celestial Group Inc	51,939.57	34,759.55	(14,612.41)	37,327.16	44,400.04	0.00	1,664.20	(1,664.20)	0.00	44,400.04	53,818.80	52,883.75	55,085.40
505	Harris Corporation	50,863.32		10,494.63	51,817.66	44,400.04	0.00			0.00	0.00	64,888.40	64,888.40	0.00
770	Home Depot Inc	74,357.97	29,383.06	3,964.94	2,379.25	101,758.72	0.00	2,480.60	(2,480.60)	0.00	101,758.72	18,300.89	72,783.30	118,118.00
675	Honeywell Intl Inc	50,926.14	25,642.85	1,302.36	6,087.92	71,783.43	0.00	1,730.93	(1,730.93)	0.00	71,783.43	12,837.42	89,970.75	89,970.75
505	Illinois Tool Works	52,666.76		2,121.62	5,987.07	48,801.31	0.00	1,362.50	(1,362.50)	0.00	48,801.31	21,561.12	72,341.25	72,341.25
240	International Business Machines	0.00	44,549.49	(289.09)	2,331.47	41,528.93	0.00	382.50	(382.50)	0.00	41,928.93	(5,298.62)	56,767.20	56,767.20
800	Johnson & Johnson	65,987.77		5,710.23	12,714.52	58,983.48	0.00	2,899.80	(2,899.80)	0.00	58,983.48	9,983.02	105,832.00	105,832.00
1,905	JPMorgan Chase & Co	92,782.75	46,753.35	2,568.88	11,832.89	130,302.09	0.00	3,391.20	(3,391.20)	0.00	30,302.09	49,093.54	174,117.00	174,117.00
455	Kimberly Clark	67,351.20		2,343.50	21,812.21	47,882.49	0.00	2,103.70	(2,103.70)	0.00	47,882.49	87,987.20	7,423.94	58,745.05
1,070	Marsh & McLennan Companies	68,009.23		13,835.16	35,599.10	47,045.29	0.00	1,873.40	(1,873.40)	0.00	47,045.29	107,139.90	11,876.40	83,417.20
470	McDonalds Corp	0.00	73,624.98	151.40	4,568.90	69,207.46	0.00	470.00	(470.00)	0.00	69,207.46	2,929.14	71,985.20	71,985.20
96	Mettler Toledo International	0.00	61,112.12	643.91	8,902.30	52,853.73	0.00			0.00	52,853.73	4,290.02	56,499.84	56,499.84
2,015	Microsoft Corp	71,447.22		5,635.11	10,585.26	66,497.07	0.00	3,312.45	(3,312.45)	0.00	66,497.07	110,783.05	38,696.16	138,893.95
0	Monsieur Beverage Corp New	27,157.63		18,694.91	45,852.54	0.00	0.00			0.00	60,266.25	(14,413.71)	0.00	0.00
1,335	National Oil Well Inc	0.00	53,135.09	(63.97)	331.09	52,740.03	0.00	67.25	(67.25)	0.00	52,740.03	(8,925.10)	43,974.90	43,974.90
600	Nektaria Energy Inc. Com	38,853.75		4,149.59	7,136.34	35,865.00	0.00	2,408.26	(2,408.26)	0.00	35,865.00	6,456.34	84,760.00	84,760.00
0	Nike, Inc. Class B	55,645.96		15,564.90	71,210.88	0.00	0.00	918.00	(918.00)	0.00	0.00	3,309.12	0.00	0.00
75,520.29	0	0.00		8,557.84	84,076.13	0.00	0.00			0.00	90,347.00	(6,469.27)	0.00	0.00
445	O'Reilly Automotive Inc New	0.00	68,083.61	481.29	4,111.91	64,166.59	0.00	620.40	(620.40)	0.00	64,446.99	0.00	7,164.20	71,119.90
2,435	Patterson-Hamilton Corp	0.00	61,255.52		61,985.52	0.00	0.00	1,150.08	(1,150.08)	0.00	0.00	(12,402.87)	49,162.65	49,162.65
770	Peapack-Gladstone Energy Inc	42,875.37	7,397.20		35,864.54	0.00	0.00	573.00	(573.00)	0.00	35,864.54	6,842.40	88,927.30	88,927.30
0	Pfizer Inc	42,875.37		15,646.86	58,522.13	0.00	0.00			0.00	0.00	0.00	0.00	0.00
870	PNC Financial Services Group	57,000.25		593.21	1,241.17	57,242.29	0.00	1,936.00	(1,936.00)	0.00	57,242.29	38,254.87	108,636.90	108,636.90
1,595	Principal Financial Group Inc	22,233.64		2,141.17	6,595.23	70,744.08	0.00	2,966.25	(2,966.25)	0.00	70,744.08	36,900.14	102,101.65	102,101.65
410	S&P Global Inc. Com	59,860.45		8,429.39	29,333.04	38,960.80	0.00	902.55	(902.55)	0.00	38,960.80	67,573.80	21,615.14	59,555.90
360	Schein Henry Inc	45,822.04		1,840.43	4,615.89	42,846.58	0.00			0.00	42,846.58	2,435.09	65,887.20	65,887.20
0	State Street Corp	14,119.45		30,634.57	44,754.02	0.00	0.00			0.00	0.00	17,784.02	0.00	0.00
1,505	Sysco Corp	0.00	81,470.85	75.01	2,440.29	79,105.57	0.00	740.00	(740.00)	0.00	0.00	26,960.00	0.00	0.00
1,545	Texas Instruments Inc	77,028.96		957.33	2,425.15	75,561.74	0.00	511.50	(511.50)	0.00	75,561.74	22,608.25	118,656.85	118,656.85
380	Thermo Fisher Scientific Inc	23,545.41		573.20	878.98	23,239.63	0.00	2,961.00	(2,961.00)	0.00	23,239.63	68,557.60	66,296.60	66,296.60
620	Time Warner Inc	55,497.60		7,630.98	25,108.02	38,020.46	0.00	1,149.15	(1,149.15)	0.00	38,020.46	20,806.52	62,542.50	62,542.50
0	TJX Companies New	38,950.58	2,535.65	36,757.57	78,241.80	0.00	0.00	1,168.98	(1,168.98)	0.00	82,636.10	(6,327.95)	0.00	0.00
595	UnitedHealth Group Inc	72,684.13		1,637.27	4,551.15	69,350.25	0.00	1,627.50	(1,627.50)	0.00	69,350.25	87,544.00	110,324.90	110,324.90





# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2017

REPORT ON THE INVESTMENT ACTIVITY OF THE INVESTMENT PORTFOLIO														
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	HOW INVESTED			PRINCIPAL			INCOME			TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additional Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year				
100	Avery Demson Corp	8,423.38		95.42	861.18	7,657.62	0.00	184.80	(184.80)	0.00	7,657.62	8,222.50	1,475.68	8,837.00
0	Bank of America Corporation	5,773.71		1,473.71	7,247.42	0.00	0.00	0.00	0.00	0.00	0.00	6,701.35	546.07	7,247.42
45	Bard CR Inc	8,522.62		2,714.27	5,758.13	13,766.23	0.00	62.40	(62.40)	0.00	5,478.96	16,461.20	3,521.88	14,224.95
100	Berkshire Hathaway Inc Del Cl B New	11,559.48	3,583.36	1,715.76	338.14	13,766.23	0.00	0.00	0.00	0.00	13,766.23	12,307.15	2,762.25	16,637.00
50	Boeing Co	5,354.26		2,198.07	1,990.45	4,461.68	0.00	301.20	(301.20)	0.00	4,461.68	7,792.20	4,085.75	9,687.50
345	Boston Scientific Corp	7,957.12		2,159.54	5,039.54	5,037.08	0.00	0.00	0.00	0.00	5,037.08	12,736.65	1,866.29	14,602.94
200	Bristol-Myers Squibb Co	0.00	11,547.73	1.79	551.68	10,997.84	0.00	128.70	(128.70)	0.00	10,997.84	0.00	147.95	11,144.00
75	Caterpillar Inc	0.00	9,146.23	79.24	1,603.61	7,621.86	0.00	0.00	0.00	0.00	7,621.86	13,071.00	516.88	13,587.88
85	Chubb Limited	10,103.76		693.74	2,209.30	8,588.20	0.00	276.00	(276.00)	0.00	8,588.20	13,071.00	1,495.60	14,566.60
225	Church & Dwight Co. Inc.	0.00	12,513.96	133.03	1,605.26	11,041.73	0.00	81.70	(81.70)	0.00	11,041.73	14,719.50	3,319.96	18,039.46
70	Cintas Corporation	6,752.63		5,015.26	9,216.66	3,151.23	0.00	113.05	(113.05)	0.00	3,151.23	11,619.45	1,023.10	12,642.55
280	Cisco Systems	10,382.44		6,175.45	3,565.55	7,434.34	0.00	402.90	(402.90)	0.00	7,434.34	11,619.45	1,023.10	12,642.55
12,581.58	Citigroup Inc	12,581.58	5,691.44	299.81	2,583.94	15,968.89	0.00	174.40	(174.40)	0.00	15,968.89	9,537.75	6,061.15	15,600.00
9,368.17	Citroex Co	9,368.17		456.79	2,110.00	7,714.96	0.00	272.00	(272.00)	0.00	7,714.96	11,763.15	(326.35)	9,226.80
0	Colgate-Palmolive Co.	8,237.13		3,583.86	11,820.99	0.00	0.00	204.75	(204.75)	0.00	0.00	12,810.00	(869.01)	11,940.99
525	Comcast Corp New Cl A	13,889.49	4,631.75	538.93	2,296.20	16,773.97	0.00	262.20	(262.20)	0.00	16,773.97	14,893.70	1,553.75	16,447.45
210	ConocoPhillips	13,119.18		(211.63)	929.17	11,978.38	0.00	238.90	(238.90)	0.00	11,978.38	13,482.30	(1,847.70)	11,634.68
0	CVS Health Corporation	6,099.36		5,935.24	12,034.60	0.00	0.00	106.26	(106.26)	0.00	0.00	18,180.00	(1,847.70)	16,332.30
120	Danaher Corp	11,761.33		1,784.50	4,747.01	10,645.54	0.00	81.40	(81.40)	0.00	10,645.54	18,180.00	(1,847.70)	16,332.30
125	Delphi Automotive Plc	6,539.45		1,464.24	3,191.93	6,910.78	0.00	126.00	(126.00)	0.00	6,910.78	9,853.50	6,030.23	12,891.80
60	Dominos Pizza Inc	9,923.98		331.81	1,302.12	8,821.32	0.00	461.72	(461.72)	0.00	8,821.32	11,581.65	(248.73)	11,332.92
120	Duke Energy Corp	10,962.54		1,430.06	9,864.29	8,821.32	0.00	144.00	(144.00)	0.00	8,821.32	12,840.00	957.66	12,967.80
90	Equifax Inc	16,206.64		(106.46)	16,102.18	0.00	0.00	366.00	(366.00)	0.00	0.00	17,904.34	(1,802.16)	16,102.18
0	Exxon Mobil Corp	13,137.43		513.69	1,524.26	12,126.86	0.00	0.00	0.00	0.00	12,126.86	14,856.40	4,785.46	18,117.60
120	Facebook Inc.	6,570.12		2,132.03	5,560.08	5,142.07	0.00	0.00	0.00	0.00	5,142.07	13,591.25	1,144.33	9,175.50
0	Fiserv Inc	0.00	2,894.10	1,678.30	4,572.40	0.00	0.00	0.00	0.00	0.00	0.00	16,780.00	(412.09)	10,268.00
0	Fortive Corp	0.00	2,894.10	1,678.30	4,572.40	0.00	0.00	0.00	0.00	0.00	0.00	16,780.00	(412.09)	10,268.00
75	General Dynamics	9,678.61		3,900.84	6,880.39	6,599.06	0.00	343.20	(343.20)	0.00	6,599.06	15,316.40	6,421.49	14,857.50
0	General Electric Co.	6,219.47		2,302.94	8,522.41	0.00	0.00	199.50	(199.50)	0.00	0.00	8,971.80	(449.39)	8,522.41
185	General Mills Inc	10,457.20		68.14	853.18	9,682.16	0.00	384.00	(384.00)	0.00	9,682.16	14,264.00	(3,161.82)	10,249.00
0	Gilead Sciences Inc	11,654.81		(2,932.44)	8,731.37	0.00	0.00	58.40	(58.40)	0.00	0.00	10,010.40	(1,279.03)	8,731.37
8,290.82	Hain Celestial Group Inc	8,290.82	5,266.60	(2,332.49)	9,568.33	0.00	0.00	265.00	(265.00)	0.00	0.00	8,457.50	(2,499.17)	5,958.33
75	Harris Corporation	8,296.36		1,824.34	8,824.58	6,562.72	0.00	0.00	0.00	0.00	6,562.72	8,761.20	2,977.78	11,738.98
0	HCA Holdings Inc	10,944.46		(1,033.86)	9,910.60	0.00	0.00	0.00	0.00	0.00	0.00	10,396.35	(465.75)	9,910.60
120	Home Depot Inc	12,390.91	4,099.96	133.44	793.08	15,831.23	0.00	471.48	(471.48)	0.00	15,831.23	12,130.55	2,970.57	18,008.00
105	Honeywell Intl Inc	8,230.49	3,987.24	290.46	1,352.87	11,155.32	0.00	200.56	(200.56)	0.00	11,155.32	9,305.60	2,055.48	13,995.45
75	Illinois Tool Works	6,697.26		795.61	2,245.15	7,247.72	0.00	225.00	(225.00)	0.00	7,247.72	9,374.40	3,614.50	10,743.75
0	International Business Machines	0.00	6,988.16	1,222.45	3,345.92	10,152.64	0.00	60.00	(60.00)	0.00	10,152.64	17,588.50	1,632.22	15,874.80
120	Johnson & Johnson	12,316.11		1,030.99	3,067.78	16,876.29	0.00	548.90	(548.90)	0.00	16,876.29	14,913.60	7,924.53	26,506.00
290	JPMorgan Chase & Co	12,177.43	6,735.65	5,321.69	4,416.25	7,157.56	0.00	340.62	(340.62)	0.00	7,157.56	14,435.40	(1,239.67)	12,895.40
68	Kimberly Clark	11,052.12		2,688.05	8,853.49	7,234.72	0.00	306.00	(306.00)	0.00	7,234.72	17,799.60	1,917.29	19,716.89
165	Marsh & McLennan Companies	11,400.16		50.46	1,522.96	10,307.49	0.00	76.20	(76.20)	0.00	10,307.49	0.00	464.17	10,771.67
70	McDonalds Corp	0.00	11,779.99	50.46	1,522.96	10,307.49	0.00	76.20	(76.20)	0.00	10,307.49	0.00	464.17	10,771.67
18	Mettler Toledo International	0.00	9,910.07	1,449.56	2,822.73	9,910.07	0.00	535.50	(535.50)	0.00	9,910.07	0.00	683.65	10,593.72
1,354	Microsoft Corp	11,140.16		1,549.56	2,822.73	9,669.99	0.00	0.00	0.00	0.00	9,669.99	17,909.50	6,281.53	21,368.30
0	Monster Beverage Corp New	4,343.20		2,993.21	7,336.41	0.00	0.00	0.00	0.00	0.00	0.00	9,642.60	(2,306.97)	7,335.63
200	National Oil Well Inc	0.00	8,493.71	(65.94)	496.64	7,901.13	0.00	10.75	(10.75)	0.00	7,901.13	0.00	(1,409.07)	6,492.06
90	Nexera Energy Inc. Com	6,575.25		1,559.83	2,855.33	5,379.75	0.00	407.56	(407.56)	0.00	5,379.75	14,344.00	(1,553.03)	12,790.97
0	Nike, Inc. Class B	9,053.92		2,550.81	11,604.73	0.00	0.00	148.60	(148.60)	0.00	0.00	14,440.00	(539.27)	13,900.73
12,210.28	O'Reilly Automotive Inc. New	12,210.28	10,881.85	1,368.71	1,594.06	9,413.60	0.00	89.00	(89.00)	0.00	9,413.60	0.00	1,140.40	10,564.00
65	Parker-Hannifin Corp	0.00	9,850.59	1,368.71	1,594.06	9,413.60	0.00	89.00	(89.00)	0.00	9,413.60	0.00	1,171.21	10,398.30
385	Patterson-UTI Energy Inc	9,917.89		644.05	1,752.70	8,669.24	0.00	413.45	(413.45)	0.00	8,669.24	14,301.90	1,309.60	13,658.80
120	PepsiCo Inc	6,913.10		2,865.26	9,498.36	0.00	0.00	83.00	(83.00)	0.00	0.00	10,915.10	(1,416.74)	9,498.36
135	PNC Financial Services Group	9,528.09		584.08	1,241.17	8,870.98	0.00	319.00	(319.00)	0.00	8,870.98	11,801.55	6,237.07	16,037.45
245	Principal Financial Group Inc.	8,532.59	3,667.40	1,755.57	10,869.08	4,812.25	0.00	481.25	(481.25)	0.00	4,812.25	8,016.45	5,988.87	15,697.15
60	S&P Global Inc. Com	9,916.75		1,803.51	6,076.26	5,701.00	0.00	149.40	(149.40)	0.00	5,701.00	11,262.30	3,576.36	10,759.40
55	Schaeffler AG	7,737.94		655.91	1,846.36	6,547.49	0.00	0.00	0.00	0.00	6,547.49	11,492.00	4,202.46	10,066.10
230	Sysco Corp	0.00	12,878.75	24.93	813.43	12,090.25	0.00	80.85	(80.85)	0.00	12,090.25	0.00	(489.42)	11,575.90



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2017

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL					INCOME					TOTAL	
		Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Precedents From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
240	Texas Instruments Inc	12,715.97		638.61	1,616.76	11,737.82	0.00	(488.80)	0.00	11,737.82	16,289.00	3,790.66	18,463.20
55	Thermo Fisher Scientific Inc	3,975.20		1,146.39	1,757.96	339.00	0.00	(39.00)	0.00	339.00	9,684.00	1,749.41	9,955.85
95	Time Warner Inc	8,855.31		1,403.18	4,467.06	5,821.41	0.00	(185.14)	0.00	5,821.41	10,663.30	3,342.71	9,938.95
0	TX Companies New	6,151.45		6,247.54	12,368.99	(0.00)	0.00	(191.19)	0.00	(0.00)	13,515.25	(1,116.26)	0.00
80	UnitedHealth Group Inc	12,226.69		984.08	2,730.69	10,479.67	0.00	(275.64)	0.00	10,479.67	14,826.00	4,592.49	16,887.80
140	Valero Energy Corp New	8,943.38		70.05	666.28	8,347.15	0.00	(390.00)	0.00	8,347.15	7,650.00	2,460.68	10,444.40
235	Verizon Communications	10,973.42		87.81	928.47	10,112.78	0.00	(585.86)	0.00	10,112.78	14,239.20	(2,815.63)	10,495.10
210	Via Inc	6,600.13		5,618.33	7,599.37	4,620.09	0.00	(149.24)	0.00	4,620.09	22,251.00	5,042.17	19,993.80
195	Waste Mgmt Inc Del	0.00	13,768.72	132.34	1,115.82	12,785.24	0.00	(240.00)	0.00	12,785.24	0.00	1,650.35	14,303.25
0	Wells Fargo & Co New	6,493.01		0.00	10,752.67	0.00	0.00	(87.40)	0.00	0.00	10,885.50	(133.23)	0.00
0	Wyndham Worldwide Corp	10,070.78		926.21	10,996.99	0.00	0.00	(3,993.29)	0.00	191,894.21	11,396.80	(399.81)	0.00
2,975	iShares MSCI EAFE ETF	86,843.29	105,050.92	34,457.56	78,625.41	0.00	0.00	(354.41)	0.00	12,797.89	16,543.38	2,682.50	17,595.87
0	iShares S&P 500 Growth Index Fd	45,167.85		455.89	1,630.01	12,797.89	0.00	(574.97)	0.00	24,184.60	16,377.60	(2,288.11)	23,371.20
327	Select Sector SPDR Malls	13,972.01	10,271.68	(17.72)	989.97	24,184.60	0.00	(2,487.40)	0.00	57,396.78	115,211.25	18,145.44	97,929.00
360	Select Sector SPDR Energy	14,920.61		14,876.22	35,427.69	57,396.78	0.00	(1,975.32)	0.00	61,892.57	128,309.25	21,716.73	133,400.40
405	SPDR S&P 500 ETF Trust	77,946.25		9,520.60	17,625.58	61,892.57	0.00	(366.06)	0.00	0.00	85,143.39	0.00	0.00
420	SPDR S&P Midcap 400 ETF TR	69,997.55		1,485.55	85,143.39	0.00	0.00	(3,778.45)	0.00	183,214.01	143,292.83	(5,338.80)	167,954.03
0	Vanguard Admiral GNMA Fund #536	83,657.84	50,000.00	545.19	115,045.69	0.00	0.00	(2,329.19)	0.00	0.00	115,765.98	(720.29)	0.00
16,458.32	Vanguard Interm Term Bd Inv Adm #5314	132,668.82		(218.17)									
0	Vanguard ST Investment-GR Adm #539	115,263.86											
TOTAL CITY OF CONCORD FUND B		2,223,009.87	872,117.64	149,831.78	778,091.32	2,466,667.75	(37,402.13)	45,713.15	(45,533.23)	37,222.21	2,553,277.89	(35,842.34)	2,811,441.79

CITY OF CONCORD FUND A - #9053001210																															
	Cash & Cash Equivalents	Fund A		(137,991.49)		176,202.55		(137,991.49)		760.50		50,000.00		38,211.06		3,753.55		409.93		(730.16)		3,433.32		41,844.38		178,956.10		(0.00)		41,844.38	
50,000	Berkshire Hathaway	08/15/16	2.00%	due	50,605.00		50,605.00		50,605.00		50,605.00		50,605.00		50,605.00		50,605.00		50,605.00		(1,000.00)		50,605.00		50,605.00		50,605.00		(884.00)		50,605.00
0	Cargill Inc	03/01/17	1.90%	due	50,760.50		50,760.50		50,760.50		50,760.50		50,760.50		50,760.50		50,760.50		50,760.50		(950.00)		50,760.50		50,760.50		50,760.50		(330.00)		50,760.50
50,000	Cisco Systems	02/03/19	2.13%	due	50,360.50		50,360.50		50,360.50		50,360.50		50,360.50		50,360.50		50,360.50		50,360.50		(1,062.50)		50,360.50		50,360.50		50,360.50		(1,952.50)		50,360.50
75,000	Coors Cola	11/02/20	2.40%	due	74,385.75		74,385.75		74,385.75		74,385.75		74,385.75		74,385.75		74,385.75		74,385.75		(1,637.50)		74,385.75		74,385.75		74,385.75		(1,952.50)		74,385.75
75,000	Exxon Mobil Corp	03/06/22	2.40%	due	74,985.00		74,985.00		74,985.00		74,985.00		74,985.00		74,985.00		74,985.00		74,985.00		(1,797.76)		74,985.00		74,985.00		74,985.00		(1,507.75)		74,985.00
75,000	FFCB	03/16/22	2.03%	due	74,302.50		74,302.50		74,302.50		74,302.50		74,302.50		74,302.50		74,302.50		74,302.50		(1,522.50)		74,302.50		74,302.50		74,302.50		(2,786.75)		74,302.50
50,000	Federal Home Loan Bank	12/16/17	1.25%	due	50,041.00		50,041.00		50,041.00		50,041.00		50,041.00		50,041.00		50,041.00		50,041.00		(925.90)		50,041.00		50,041.00		50,041.00		(468.50)		50,041.00
50,000	Federal Home Loan Bank	08/14/19	1.63%	due	75,061.20		75,061.20		75,061.20		75,061.20		75,061.20		75,061.20		75,061.20		75,061.20		(1,118.76)		75,061.20		75,061.20		75,061.20		(2,755.00)		75,061.20
75,000	Federal Home Loan Bank	03/21/20	2.11%	due	75,060.00		75,060.00		75,060.00		75,060.00		75,060.00		75,060.00		75,060.00		75,060.00		(1,582.50)		75,060.00		75,060.00		75,060.00		(2,752.50)		75,060.00
0	Federal Home Loan Bank	12/14/16	1.36%	due	50,143.60		50,143.60		50,143.60		50,143.60		50,143.60		50,143.60		50,143.60		50,143.60		(985.89)		50,143.60		50,143.60		50,143.60		(916.46)		50,143.60
75,000	Federal Home Ln Mfg	08/13/19	2.00%	due	75,518.25		75,518.25		75,518.25		75,518.25		75,518.25		75,518.25		75,518.25		75,518.25		(1,314.65)		75,518.25		75,518.25		75,518.25		(3,300.78)		75,518.25
50,000	FNMA	11/20/20	2.00%	due	75,690.00		75,690.00		75,690.00		75,690.00		75,690.00		75,690.00		75,690.00		75,690.00		(1,320.60)		75,690.00		75,690.00		75,690.00		(2,388.50)		75,690.00
50,000	IMB Corp	08/01/23	3.36%	due	50,537.00		50,537.00		50,537.00		50,537.00		50,537.00		50,537.00		50,537.00		50,537.00		(925.00)		50,537.00		50,537.00		50,537.00		(3,986.50)		50,537.00
75,000	Mastercard	06/01/23	2.80%	due	74,784.00		74,784.00		74,784.00		74,784.00		74,784.00		74,784.00		74,784.00		74,784.00		(1,443.63)		74,784.00		74,784.00		74,784.00		(2,224.00)		74,784.00
75,000	Oracle Corp	07/03/21	2.80%	due	77,142.75		77,142.75		77,142.75		77,142.75		77,142.75		77,142.75		77,142.75		77,142.75		(1,500.50)		77,142.75		77,142.75		77,142.75		(1,308.75)		77,142.75
50,000	Oracle Corp	09/15/21	2.80%	due	50,472.00		50,472.00		50,472.00		50,472.00		50,472.00		50,472.00		50,472.00		50,472.00		(2,309.10)		50,472.00		50,472.00		50,472.00		(980.00)		50,472.00
50,000	Oracle Corp	09/15/21	2.38%	due	49,825.00		49,825.00		49,825.00		49,825.00		49,825.00		49,825.00		49,825.00		49,825.00		(1,875.00)		49,825.00		49,825.00		49,825.00		(349.00)		49,825.00
50,000	PepsiCo	04/30/19	1.25%	due	50,289.50		50,289.50		50,289.50		50,289.50		50,289.50		50,289.50		50,289.50		50,289.50		(625.00)		50,289.50		50,289.50		50,289.50		(529.50)		50,289.50
50,000	Shell International	11/15/18	2.00%	due	50,985.00		50,985.00		50,985.00		50,985.00		50,985.00		50,985.00		50,985.00		50,985.00		(1,000.00)		50,985.00		50,985.00		50,985.00		(1,468.75)		50,985.00
75,000	Total Capital	06/19/21	2.75%	due	74,944.50		74,944.50		74,944.50		74,944.50		74,944.50		74,944.50		74,944.50		74,944.50		(2,062.50)		74,944.50		74,944.50		74,944.50		(2,261.81)		74,944.50
50,000	US Treas Note	07/29/17	0.88%	due	49,754.69		49,754.69		49,754.69		49,754.69		49,754.69		49,754.69		49,754.69		49,754.69		(37.46)		49,754.69		49,754.69		49,754.69		(28.81)		49,754.69
50,000	US Treas Note	07/31/18	0.88%	due	49,941.40		49,941.40		49,941.40		49,941.40		49,941.40		49,941.40		49,941.40		49,941.40		(37.46)		49,941.40		49,941.40		49,941.40		(28.80)		49,941.40
50,000	US Treas Note	07/31/23	1.25%	due	49,677.74		49,677.74		49,677.74		49,677.74		49,677.74		49,677.74		49,677.74		49,677.74		(327.03)		49,677.74		49,677.74		49,677.74		(1,939.24)		49,677.74
75,000	US Treas Note	03/11/18	1.25%	due	75,292.97		75,292.97		75,292.97		75,292.97		75,292.97		75,292.97		75,292.97		75,292.97		(937.50)		75,292.97		75,292.97		75,292.97		(1,128.00)		75,292.97
75,000	US Treas Note	05/31/20	1.38%	due	74,639.65		74,639.65		74,639.65		74,639.65		74,639.65		74,639.65		74,639.65		74,639.65		(1,031.26)		74,639.65		74,639.65		74,639.65		(1,737.00)		74,639.65
50,000	US Treas Note	01/31/22	1.50%	due	50,859.37		50,859.37		50,859.37		50,859.37		50,859.37		50,859.37		50,859.37		50,859.37		(344.43)		50,859.37		50,859.37		50,859.37		(1,617.37)		50,859.37
50,000	US Treas Note	02/15/26	1.63%	due	48,066.41		48,066.41		48,066.41		48,066.41		48,066.41		48,066.41		48,066.41		48,066.41		(285.05)		48,066.41		48,066.41		48,066.41		(546.91)		48,066.41
75,000	US Treas Note	02/29/21	1.13%	due	74,551.76		74,551.76		74,551.76		74,551.76		74,551.76		74,551.76		74,551.76		74,551.76		(843.76)		74,551.76		74,551.76		74,551.76		(2,050.50)		74,551.76
50,000	US Treas Note	06/15/24	2.38%	due	50,451.17		50,451.17		50,451.17		50,451.17		50,451.17		50,451.17		50,451.17		50,451.17		(29.52)		50,451.17		50,451.17		50,451.17		(310.33)		50,451.17
50,000	US Treas Note	04/30/24	2.00%	due	50,058.59		50,058.59		50,058.59		50,058.59		50,058.59		50,058.59		50,058.59		50,058.59		(144.02)		50,058.59		50,058.59		50,058.59		(431.59)		50,058.59
50,000	US Treas Note	01/31/23	1.75%	due	49,119.14		49,119.14		49,119.14		49,119.14		49,119.14		49,119.14		49,119.14		49,119.14		(58.01)		49,119.14		49,119.14		49,119.14		(261.86)		49,119.14
50,000	US Treas Note	08/15/25	2.00%	due	49,697.98		49,697.98		49,697.98		49,697.98		49,697.98		49,697.98		49,697.98		49,697.98		(350.83)		49,697.98		49,697.98		49,697.98		(517.48)		49,697.98
0	Westpack Rtn	11/25/16	1.05%	due	50,015.00		50,015.00		50,015.00		50,015.00		50,015.00		50,015.00		50,015.00		50,015.00		(282.50)		50,015.00		50,015.00		50,015.00		(51.00)		50,015.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2017

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	HOW INVESTED				PRINCIPAL		INCOME		TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additional/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year				
20	Accenture PLC Ireland	4,279.16		1,314.51	4,037.61	1,556.06	0.00	72.60	(72.60)	0.00	6,230.95	280.26	2,473.60
0	Acuity Brands Inc	0.00	4,126.73	(808.63)	3,317.90	0.00	0.00	1.56	(1.56)	0.00	0.00	(808.63)	0.00
35	Adobe Sys Inc	0.00	4,143.38	181.87	699.79	3,625.46	0.00	0.00	0.00	0.00	0.00	1,506.81	4,950.40
0	Advantist Inc	0.00	13.71	1.06	14.79	0.00	0.00	0.00	0.00	0.00	0.00	1.06	0.00
15	Align Technology Inc	2,772.59	1,574.77	2,389.37	4,237.76	924.20	0.00	0.00	0.00	0.00	924.20	2,864.81	2,251.80
7	Alphabet Inc NPY A	1,430.42				3,005.19	0.00	0.00	0.00	0.00	3,005.19	1,415.34	4,543.65
5	Alphabet Inc Com Cl C	1,422.86	4,486.34	1,422.86	4,486.34	0.00	0.00	0.00	0.00	0.00	4,486.34	1,083.15	5,547.78
6	Amazon Com Inc	2,005.00	3,022.44	2,005.00	3,022.44	0.00	0.00	0.00	0.00	0.00	3,022.44	4,305.75	4,305.75
25	Amgen Inc	0.00	3,022.44	135.76	685.04	4,639.26	0.00	0.00	0.00	0.00	4,639.26	1,231.68	5,869.94
40	Analog Devices Inc	3,295.68				2,746.40	0.00	0.00	0.00	0.00	2,746.40	3,903.75	3,903.75
77	Apple Inc	4,692.26				4,692.26	0.00	0.00	0.00	0.00	4,692.26	7,361.20	11,069.54
80	Archer Daniels Midland	0.00	3,570.73			3,570.73	0.00	0.00	0.00	0.00	3,570.73	3,350.23	3,350.23
72	AT & T Inc	2,607.42		47.71	430.59	2,607.42	0.00	0.00	0.00	0.00	2,607.42	3,111.12	(394.55)
30	Avery Dennison Corp	2,680.16		456.43	2,224.45	2,680.16	0.00	0.00	0.00	0.00	2,680.16	2,680.16	0.00
13	Bank of America Corporation	1,768.02				1,768.02	0.00	0.00	0.00	0.00	1,768.02	1,768.02	0.00
15	Bank Ck Inc	1,768.02				1,768.02	0.00	0.00	0.00	0.00	1,768.02	1,768.02	0.00
32	Berkshire Hathaway Inc Del Cl B New	2,637.31	2,150.01	173.98	857.88	4,103.42	0.00	0.00	0.00	0.00	4,103.42	2,957.40	4,741.65
41	Berkshire Hathaway Inc	1,766.60		548.58	995.23	1,339.95	0.00	0.00	0.00	0.00	1,339.95	2,957.40	2,957.40
120	Berkshire Hathaway Inc	2,482.89		498.54	1,228.61	1,766.60	0.00	0.00	0.00	0.00	1,766.60	1,766.60	0.00
65	Bristol Myers Squibb Co	0.00	3,602.73	52.84	1,069.09	2,932.49	0.00	0.00	0.00	0.00	2,932.49	3,602.73	3,602.73
25	Caterpillar Inc	4,041.50		693.74	2,209.30	2,932.49	0.00	0.00	0.00	0.00	2,932.49	3,602.73	3,602.73
20	Church & Dwight Co. Inc.	0.00	3,925.75			3,925.75	0.00	0.00	0.00	0.00	3,925.75	619.55	2,149.20
80	Cintas Corporation	2,460.39		2,437.05	4,002.75	894.69	0.00	0.00	0.00	0.00	894.69	5,397.15	3,634.50
95	Cisco Systems	3,659.16		133.67	773.08	2,437.05	0.00	0.00	0.00	0.00	2,437.05	3,442.80	2,973.50
95	Citigroup Inc	3,632.92	2,056.84	36.50	322.99	5,443.27	0.00	0.00	0.00	0.00	5,443.27	7,755.35	6,353.60
20	Clorox Co	3,857.48		456.79	2,110.00	2,204.27	0.00	0.00	0.00	0.00	2,204.27	4,843.65	2,664.80
0	Colgate-Palmolive Co.	2,988.47		726.70	3,715.17	0.00	0.00	0.00	0.00	0.00	4,026.00	(310.83)	0.00
180	Comcast Corp New Cl A	5,741.17		115.32	417.49	5,439.00	0.00	0.00	0.00	0.00	5,439.00	6,193.05	7,005.60
70	ConocoPhillips	4,058.65				4,058.65	0.00	0.00	0.00	0.00	4,058.65	3,052.00	3,077.20
0	CVS Health Corporation	2,134.89		1,651.28	3,786.17	1,651.28	0.00	0.00	0.00	0.00	4,308.30	(522.13)	0.00
40	Danaher Corp	3,556.56	(873.67)	424.74	1,156.44	1,951.19	0.00	0.00	0.00	0.00	1,951.19	4,308.30	3,375.60
40	Delphi Automotive Plc	0.00	3,406.57			3,406.57	0.00	0.00	0.00	0.00	3,406.57	0.00	3,596.00
15	Dominos Pizza Inc	3,455.38		1,464.24	3,181.93	2,573.06	0.00	0.00	0.00	0.00	2,573.06	3,172.95	2,925.65
25	Duke Energy Corp New	2,573.06		1,651.28	3,786.17	1,651.28	0.00	0.00	0.00	0.00	1,651.28	4,308.30	3,435.50
35	Equifax Inc	3,284.76		1,464.24	3,181.93	2,573.06	0.00	0.00	0.00	0.00	2,573.06	3,002.65	2,985.65
0	Exxon Mobil Corp	5,725.16		(131.01)	5,594.14	0.00	0.00	0.00	0.00	0.00	6,166.84	(592.70)	0.00
35	Facebook	3,462.00				3,462.00	0.00	0.00	0.00	0.00	3,462.00	3,969.80	5,284.30
20	Fidelity Inc	2,056.83		564.56	1,250.17	3,462.00	0.00	0.00	0.00	0.00	3,462.00	4,350.7	2,446.80
0	Fortive Corp	0.00	873.67	522.24	1,395.91	0.00	0.00	0.00	0.00	0.00	0.00	522.24	0.00
40	General Dynamics	2,201.05		579.42	1,019.63	1,760.84	0.00	0.00	0.00	0.00	1,760.84	1,500.63	3,962.00
0	General Electric Co	2,103.34		587.95	2,697.29	0.00	0.00	0.00	0.00	0.00	2,833.20	(141.91)	0.00
65	General Mills Inc	4,442.39		92.30	1,137.57	3,397.12	0.00	0.00	0.00	0.00	3,397.12	6,062.20	3,601.00
0	Gilead Sciences Inc	3,684.94		(974.48)	2,910.46	0.00	0.00	0.00	0.00	0.00	3,336.80	(426.34)	0.00
20	Harris Corporation	2,682.33		(974.48)	2,910.46	0.00	0.00	0.00	0.00	0.00	2,736.25	(808.55)	0.00
0	HCA Holdings Inc	1,975.32		945.04	3,311.01	1,843.45	0.00	0.00	0.00	0.00	2,086.00	773.31	2,181.60
35	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
30	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
30	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
30	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
30	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.00
15	Home Depot Inc	3,242.60		(306.33)	2,936.47	0.00	0.00	0.00	0.00	0.00	3,080.40	(343.93)	0.0



**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2017**

# Shares or Units	HOW INVESTED		PRINCIPAL		INCOME		TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additional Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Extended During Year			
0	Monster Beverage Corp New	1,084.54		749.56	1,834.10	0.00	0.00	0.00	2,410.65	(576.55)	0.00
65	National Oil Well Inc	0.00	2,567.87			2,667.87	0.00	0.00	0.00	(426.77)	2,141.10
26	Nextera Energy Inc Com	1,939.35		390.61	713.64	1,616.12	0.00	3.25	3,912.00	303.23	3,303.23
0	Nike, Inc Class B	2,904.75		787.67	3,692.42	0.00	0.00	(111.16)	3,884.00	(11.58)	0.00
0	O'Reilly Automotive Inc New	2,937.10		271.42	3,208.52	0.00	0.00	47.60	3,524.50	338.18	0.00
20	Parker-Hannifin Corp	0.00	3,620.62	98.26	822.38	2,896.50	0.00	0.00	2,896.50	318.18	3,186.40
120	Patterson-UTI Energy Inc	0.00	3,028.10			3,028.10	33.00	0.00	3,061.50	(65.10)	2,922.80
37	Peapack Inc	3,859.23		123.73	584.24	3,409.19	0.00	129.64	4,409.48	407.89	4,273.13
40	Pfizer Inc	2,423.23		589.96	3,063.98	0.00	0.00	30.00	3,521.00	(457.12)	0.00
40	Primerica Financial Services Group	3,569.44		885.26	1,861.76	2,603.96	0.00	121.00	4,476.45	2,380.11	4,948.80
65	Princ Financial Corp Inc	2,625.41	1,146.06		2,237.95	3,771.47	0.00	148.20	2,466.60	1,833.29	5,445.95
15	S&P Global Inc Com	2,850.50		812.70	4,123.87	1,425.25	0.00	0.00	3,217.80	1,210.00	2,189.85
15	Schaeffler Corp	2,382.87		327.46	923.18	1,767.15	0.00	0.00	3,536.00	132.48	2,453.30
75	Sisco Corp	0.00	3,943.29			3,943.29	0.00	24.75	5,012.00	1,142.40	3,774.75
80	Texas Instruments	3,912.54		546.53	878.98	3,912.54	0.00	150.40	5,012.00	1,142.40	6,154.40
15	Thermo Fisher Scientific Inc	1,329.81		381.62	1,300.76	997.36	0.00	12.00	2,955.20	540.83	2,614.05
30	Time Warner Inc	2,757.42		1,922.41	3,902.15	1,838.28	0.00	60.09	3,309.30	1,003.78	3,012.30
0	TLX Companies New	1,979.74				0.00	0.00	0.00	4,247.65	(345.50)	0.00
25	UnitedHealth Group Inc	2,906.10			2,906.10	2,906.10	0.00	65.64	3,530.00	1,105.50	4,635.50
45	Valero Energy Corp New	2,685.78			3,506.07	0.00	117.00	0.00	2,295.00	740.70	3,035.70
80	Verizon Communications	3,506.07			3,506.07	0.00	183.80	0.00	4,467.20	(894.40)	3,572.80
60	Visa Inc	1,320.02			1,320.02	0.00	38.10	0.00	4,450.20	1,176.60	5,626.80
65	Waste Mgmt Inc Del	0.00	4,269.67			4,269.67	0.00	73.71	0.00	(498.08)	4,767.75
0	Wells Fargo & Co New	2,182.65		1,089.71	3,272.56	0.00	26.60	0.00	3,313.10	(40.54)	0.00
0	Wyndham Worldwide Corp	3,784.07		339.80	4,123.87	0.00	0.00	0.00	4,273.80	(149.93)	0.00
825	Shares MSCI EAFE ETF	42,750.72	15,007.28	(237.23)	5,670.02	51,650.75	0.00	1,233.63	39,074.00	5,578.74	53,190.00
1,400	Shares 7-10 Yr Treas Bd ETF	0.00	150,721.75			150,721.75	0.00	0.00	0.00	(1,467.75)	149,254.00
110	Select Sector SPDR Mails	4,462.21			4,462.21	0.00	109.19	0.00	5,097.40	821.70	5,919.10
4,663.36	Select Sector SPDR Energy	32,469.48		5,149.44	37,618.92	7,706.93	0.00	378.09	36,658.13	960.79	7,465.80
0	SPDR S&P 500 ETF Trust	23,611.40		5,054.73	9,934.42	0.00	0.00	592.21	40,834.50	6,898.70	37,786.78
119	SPDR S&P Midcap 400 EFT TR	91,058.66		3,382.86	94,441.52	0.00	406.03	0.00	94,441.52	0.00	0.00
0.000	Vanguard Admiral GNMA Fund #536	81,128.66	15,000.00	387.12	96,515.78	0.00	2,480.99	0.00	86,773.29	(3,569.17)	98,204.12
8,588.380	Vanguard Interim-Term Bd Indx Adm #5314	40,025.94		(100.01)	39,925.93	0.00	808.33	(606.33)	40,175.90	(249.97)	0.00
0.000	Vanguard S/T Investment-GR Adm #539										
<b>TOTAL CITY OF CONCORD FUND A</b>		<b>2,170,464.49</b>	<b>669,691.16</b>	<b>38,245.94</b>	<b>522,116.25</b>	<b>2,356,285.38</b>	<b>3,753.55</b>	<b>39,020.17</b>	<b>2,294,259.00</b>	<b>10,597.79</b>	<b>2,458,081.49</b>
	LANDFILL CLOSURE (Capital Reserve) #469										
	Cash & Cash Equivalents	(2,114.65)			(2,114.65)	11,838.58	59.08	0.00	9,723.73	0.00	9,782.81
<b>TOTAL LANDFILL CLOSURE</b>		<b>(2,114.65)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(2,114.65)</b>	<b>59.08</b>	<b>0.00</b>	<b>9,723.73</b>	<b>0.00</b>	<b>9,782.81</b>
	<b>SELF INSURANCE (Capital Reserve) #468</b>										
	Cash & Cash Equivalents	648,729.11	(165,167.73)			483,561.38	3,990.77		821,117.49	0.00	639,940.53
<b>TOTAL SELF INSURANCE</b>		<b>648,729.11</b>	<b>(165,167.73)</b>	<b>0.00</b>	<b>0.00</b>	<b>483,561.38</b>	<b>3,990.77</b>	<b>0.00</b>	<b>821,117.49</b>	<b>0.00</b>	<b>639,940.53</b>
	<b>CAPITAL RESERVE FUNDS</b>										
	Durbin Block 8470	9,092.33	(9,092.33)			0.00	49,900.88	122.58	58,993.21	0.00	10,815.79
	Cash and Cash Equivalents	1,088,822.00	96,358.69			1,185,180.69	80,724.69	6,560.68	1,169,546.69	0.00	1,272,466.06
	Highway 8471	45,000.00	480,505.44			525,505.44	18,067.58	2,664.87	63,067.58	0.00	546,237.89
	Economic Development 8472	0.00				0.00	0.00	0.00	0.00	0.00	0.00
	Cash and Cash Equivalents	0.00				0.00	0.00	0.00	0.00	0.00	0.00
	53rd Week	0.00				0.00	0.00	0.00	0.00	0.00	0.00
	Cash and Cash Equivalents	193,708.28	(49,306.00)			144,402.28	17,913.61	957.83	211,622.09	0.00	163,273.92
	Equipment 8473	110,635.85	(27,876.00)			82,759.85	43,586.72	782.25	154,222.57	0.00	127,288.82
	Mountain Green 8474	149,453.72	(148,418.13)			1,035.59	6,551.92	221.09	156,005.64	0.00	5,925.32
	Fire Apparatus Replacement: Cash and Cash Equivalents	0.00				0.00	11,131.53	67.62	11,131.53	0.00	11,199.15
	Downtown Economic Dev. 84	0.00				0.00	0.00	0.00	0.00	0.00	0.00
	Cash and Cash Equivalents	8,333.52	15,000.00			23,333.52	83.41	136.31	24,199.82	0.00	24,553.24
	SVMS Project 8477	0.00				0.00	0.00	0.00	0.00	0.00	0.00
	Education & Training 8478	48,536.22	(25,000.00)			23,536.22	484.84	177.76	24,199.82	0.00	24,553.24
	Building Improvements 8479	20,000.00				20,000.00	192.56	122.67	20,192.56	0.00	20,315.23
	Parks and Grounds 8480	100,000.01				100,000.01	775.11	612.17	100,775.12	0.00	101,387.29
	Water Fund Fuel Reserve 841	96,904.64	32,890.00			129,794.64	589.41	784.74	131,167.79	0.00	131,677.99
	Water Investment Fee 8482	185,702.79	59,705.80			225,408.59	928.32	1,358.40	166,631.11	0.00	227,995.31
	Wastewater Investment Fee 8	0.00				0.00	127.35	0.78	127.35	0.00	128.13
	ERIP 8484										



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2017

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME				TOTAL	
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	Recreation Reserve	0.00	651,500.00			651,500.00	3,787.91		3,787.91	0.00	0.00	655,287.91
	Community Improvement	2,036,189.38	170,000.00			2,206,189.38	626.42		626.42	0.00	0.00	2,206,815.80
	Cash and Cash Equivalents	2,682,803.64	1,246,267.47	0.00	0.00	3,929,071.11	18,984.08	(41,090.95)	3,887,980.16	2,267,246.51	0.00	3,491,407.11
	TOTAL CAPITAL RESERVE FUNDS	16,144,967.21	6,901,767.26	1,467,952.56	5,481,676.84	19,033,025.19	23,033.93	(41,090.95)	18,991,934.24	3,096,087.73	0.00	4,141,130.45
	TOTAL ALL FUNDS						328,703.67	(337,237.51)	366,950.40	19,476,965.71	1,045,091.48	22,131,008.75

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## ORDINANCES

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### **Ordinances passed in FY2017:**

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-9, Administration and Enforcement.; Section 28-9-4, Decisions by the Planning Board; paragraph (f), Architectural Design Review.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-4, Development Design Standards; Section 28-4-6, Manufactured Housing Parks and Subdivisions and Glossary.

Amended the Personnel Class Specification Index by adding EMS Captain, Fire Alarm and Traffic Superintendent, Fire Marshal, Training Captain, Economic Development Director, Building Systems Supervisor, Custodial Supervisor, and Public Properties Supervisor.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic; Article 17-4, Operation of Motor Vehicles; Section 17-4-1, Stop Required Before Entering a Through Street; Schedule V, Stop Intersections on Concord Street intersecting South Street; stop when traveling East.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-8, Parking Time Limited in Designated Places, Schedule III (1 Hour Between the Hours of 7:00 a.m. and 6:00 p.m., Monday –Friday) by adding and/or modifying the parking restrictions for municipal parking lots on the southwest corner of Washington Street in Penacook and the East side of Summer Street in Penacook.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited At All Times in Designated Places, Schedule Ia (No Parking, Stopping, or Standing at All Times) on the east side of Montgomery Street from 5 feet north of Crutchfield Apartment Building Service Driveway to corner and on the east side of Montgomery Street from 5 feet north of Crutchfield Apartment Building walkway to 5 feet south of Crutchfield Apartment Building walkway.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited At All Times in Designated Places, Schedule Ia (No Parking, Stopping, or Standing at All Times) on both sides, except 17.5 feet of each side of bus stop on South Commercial Street from Constitution Avenue to Interstate 393 and on the east side of Constitution Avenue from I-93/Stickney Avenue Ramp to South Commercial Street.

Amended the Personnel Class Specification Index by modifying the Assistant Library Director and Technical Services Manager.

Amended the Personnel Class Specification Index by modifying the Automotive Mechanic II to Fleet Maintenance Technician and Welder/Mechanic II to Welder/Mechanic.



Amended the Personnel Class Specification Index by adding a Community Development Specialist.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic; Article 17-4, Operation of Motor Vehicles; Section 17-4-1, Stop Required Before Entering a Through Street; Schedule V, Stop Intersections and Schedule Va, Four-Way Stop Intersections by deleting stop intersection on Rumford Street and Warren Street traveling both ways and adding four-way stop intersection at Warren Street and Rumford Street traveling both ways.

Amended the Code of Ordinances, Title I, General Code; Chapter 9, Water; Article 9-1, Waterworks; Section 9-1-10, Operating Rules and Procedures, Fees and Charges.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-8-2, Nonconforming Lots, Uses and Structures.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 31, Purchasing and Contract Procedure; Article 31-1, Purchasing Procedure; Section 31-1-3, Purchasing Procedures.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I or Article 1-5, Fees, Fines, and Penalties.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 34, Personnel Rules and Regulations; Annual Leave.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses, Article 28-5, Supplemental Standards, Article 28-9, Administration and Enforcement Glossary.

Amended the Personnel Class Specification Index by adding the Wastewater Operations Crew Leader and modifying the Laboratory Manager to a Laboratory/Operations Manager.



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## Government

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June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4,071 Votes Mayor-Aldermen 1,335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2,974 Votes Mayor-Aldermen 2,979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3,449 Votes Mayor-Aldermen 2,737 Votes



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